

Sales Management



7.4 1921-22



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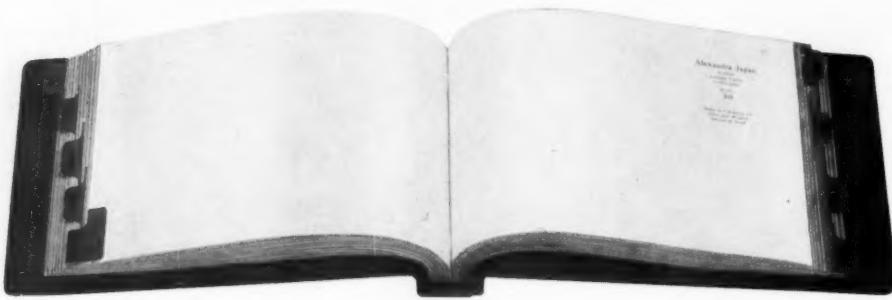
WRITE FOR CIRCULAR AND LARGE SAMPLE MAP

October, 1921

HD 5438
A34

How We Solved the Paper Jobbers Catalog Problem with Badger Binders

The illustrations of Paper-sample Catalogs shown below, give some idea of how the Badger Loose-Leaf Method of Cataloging has solved a problem which has long troubled every paper jobber who wished to place samples of his stock in the hands of the Trade.



Under the old method it was usually the custom to furnish a more or less expensive cabinet with loose samples of the various grades of paper. This system has been unsatisfactory from the beginning, for the samples were easily lost and mislaid, and the cabinet was incomplete and unreliable most of the time. A satisfactory solution was found by grouping the paper samples in their proper classification indexed as to grade, and inserting them in

Badger Loose-Leaf Catalog Binders

The samples are kept cleaner; they are always kept together and in their place when wanted; new samples can be inserted or obsolete grades removed in a moment's time.



***We can Solve YOUR Problem
Just as Easily!***

What we have done for the Paper Jobbers we have also done for practically every Industry.

We have a special department for analyzing the various problems which arise in drawing up catalogs.

This Department is at your service at all times without obligation. Send us a copy of your present catalog and let us make our recommendations.

***Send for Catalog S-13—No obligation whatsoever.
You're sure to Profit from it.***

THE HEINN CO. MILWAUKEE WIS. U.S.A.



SALES OFFICES: Baltimore Boston Chicago Los Angeles Milwaukee
Minneapolis New York Philadelphia Pittsburgh Wilmington, N. C.

1892 1893 1894

Increase Your Sales 10% to 30%

1906 1907 1908 1909 1910 1911 1912 1913 1914 1915 1916 1917 1918 1919 1920 1921

174
2501
Part 1

Where to Sell Now!

HOW have a few firms been able to maintain—even increase—their volume of sales during the past year when the majority has lost heavily, some disastrously?

Is it a matter of goods? Hardly—for many excellent articles and services need a market today.

Nor is it necessarily a matter of personnel, for many good men are trying hard—and losing.

The fault is rather with the sales plan, for many are still trying to sell the same way they did in boom times when merchandise was at a premium—a method that will not move goods in satisfactory volume for another five years.

Let's analyze it a bit—

The Biggest Factor in Selling!

The dominant factor in every sales problem is the prospect. When his attitude and condition change the merchandising plan must change to meet it, or fail.

Likewise we find the customer taking his color from local conditions that affect his income. When business is good in his home town—when the community income is increased by so much as 10% every one gets on, feels that he has more money and spends it freely.

If a community's purchasing power is cut so little as 10% every one feels poor—rigid economy sets in—and it takes four dollars worth of salesmanship to sell a gold dollar for ninety cents.

Where to Sell—NOW!

If all localities changed together you would simply have to wait for times to get better—but they don't.

**BABSON'S
REPORTS**
Will Help Your Business

14819/11/27

Some cities are spending as much today as they did a year ago. Others are cut to a purchasing power of but 50%. Some will spend more money next month than they did a year ago. Others will buy only absolute necessities—and those sparingly.

The answer is obvious—concentrate on the fertile field—center your sales effort on the cities that are spending freely.

Revival Irregular

The country will not "come back" all at once. Some cities will be booming before others have started to revive. The successful sales organizations during this coming year—and for at least two years to follow—will "cash in" on every improvement.

Increase Your Sales 10% to 30%

The Babson "Advice to Sellers" Service forecasts the purchasing power of every sales territory in the United States and Canada. It shows the spots in which business is good. What's more, it gives you an index figure on each that will enable you to figure—in advance—what you may expect in each and what you can accomplish with a little extra effort. By using it in planning your sales and advertising campaigns, applying it to your salesmen's quotas, and by employing it as a sales argument in letters to your prospects you can doubtless increase the return on every dollar you spend in sales and advertising effort 10% to 30%.

There is business to be had in every line—not enough to satisfy everybody perhaps—but there is plenty for the man who knows where it is and goes after it!

Report on Request

If you'd like a copy of "Advice to Sellers" Bulletin including sales forecasts and explaining where the spots are for good business now, and 28-page booklet "Increasing Net Profits" without charge tear out the memo—now—and hand it to your secretary when you dictate the morning's mail.

MEMO for Your Secretary

Please Write Roger W. Babson, founder of the Babson Statistical Organization, Wellesley Hills, 82, Mass., as follows: Please send me a copy of recent bulletin and Booklet X39, "Increasing Net Profits"—gratis.

You Can Strike Oil in the Buyer's Mind

EVERY sales manager endeavors to make the most of his advertising. He believes in it, of course. He has in mind the great American successes from advertising.

HE REALIZES that his own salesmen see the *length* and *breadth* of the advertising campaign.

BUT NOT every sales manager, and far too few salesmen, appreciate and have made clear to them, the *depth* of advertising.

WE HAVE a message for sales managers and advertising managers who are looking for the *depth* in advertising. They know it should be there—that its appeal can be made to penetrate the consumer's buying mind and strike oil.

DEPTH in advertising goes below the surface of the space itself—it is greater than the size of the appropriation.

BY REALLY *digging* into many propositions, this organization has developed *depth* in the advertising which it handles.

IT ALSO has been our function to make this depth plain to sales organizations, some of which have been antagonistic to advertising—and send them out with an appreciation of advertising in their sample cases, as well as catalogues and products.

TODAY, with a buyer's market replacing the seller's market of recent years, sales managers must concern themselves about their advertising.

THE FOLEY Method has helped many leading advertisers. The story of this method should interest every sales manager who is alive to the opportunity in his particular field.

THE RICHARD A.

FOLEY

ADVERTISING
AGENCY, Inc.
PHILADELPHIA

A PERSONAL SERVICE CORPORATION



"Your Advertising Dollar" sent on request to every Business Executive who is questioning whether his firm's advertising dollar is yielding a hundred cents in efficiency.

Subscription Rates: Single copies, 25 cents. Yearly subscription payable in advance, \$3.00 anywhere in the United States or its possessions; \$3.25 in Canada, and \$3.50 in foreign countries. Six months subscriptions, \$1.50. When three or more subscriptions are ordered at once by the same concern a special club rate of \$2.50 per year for each subscription applies.

Renewals: Subscriptions are promptly discontinued upon expiration. Readers desiring to keep their files complete should renew promptly. Back copies cannot be supplied when subscriber fails to notify us of change of address.

Bound Volumes: All bound editions of Volume One and Two have been sold. A limited number of sets of issues comprising Volume Three (October 1920 to September 1921) have been bound in heavy buckram and lettered in gold. The price of these volumes is \$6.00 each, postpaid.

News Stand Copies: This magazine is not generally sold through news dealers. Copies can usually be secured, however, after the first of the month from the news stands at leading hotels, railroad stations and book stores in the larger cities.

Advertising Rates: Full page advertisements facing reading, run of paper, \$75.00 per insertion. Two-thirds page (across two columns), \$50.00; half page special island position, \$50.00; half page across columns, \$40.00; third page, one column, \$28.00; \$3.50 a column inch. Classified advertisements, 25¢ per line of seven words.

Closing Dates: First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, twenty-fifth of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

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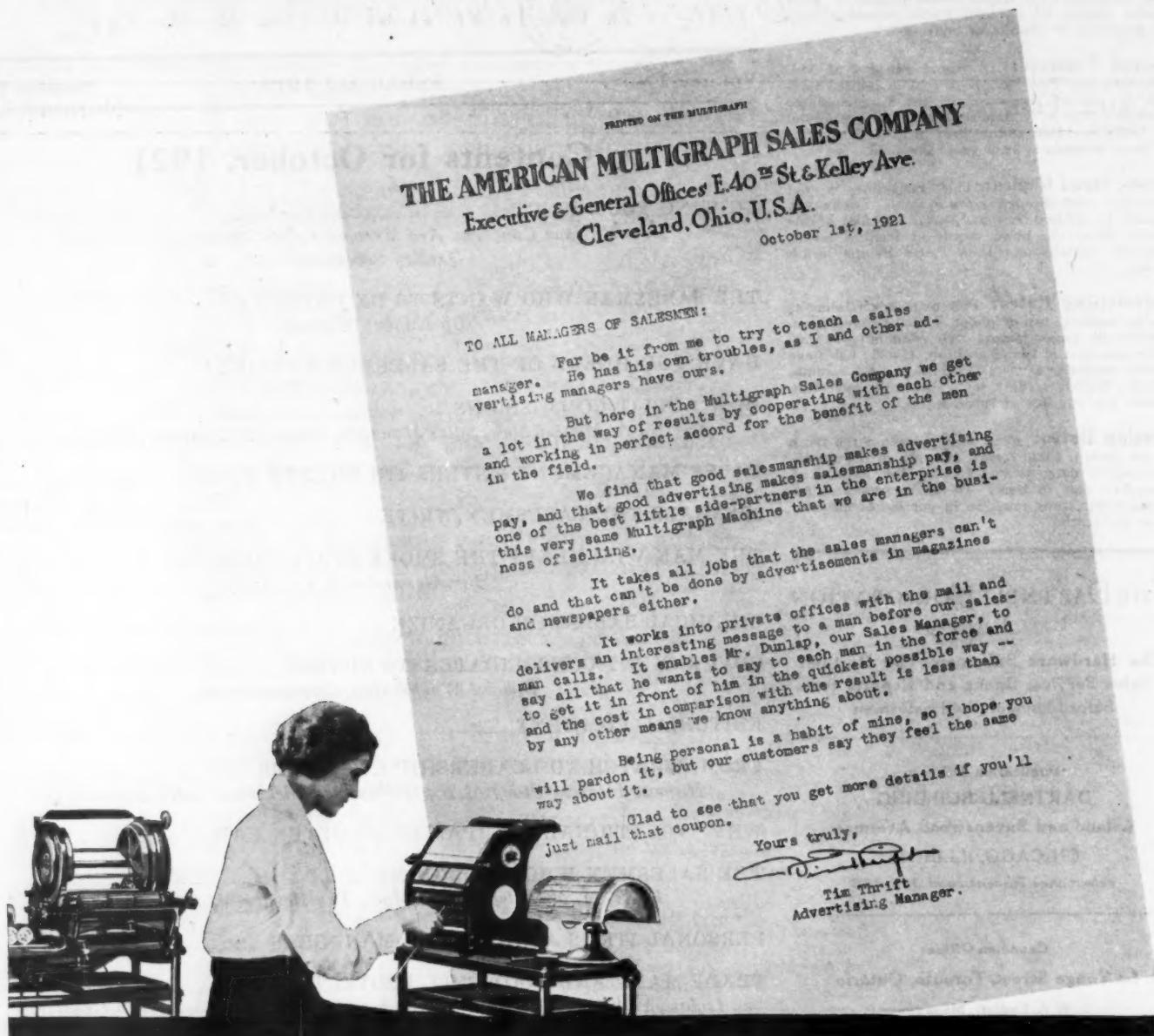
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C. R. JOHNSON, ADVERTISING MANAGER
J. E. WEST, SALES MANAGER**

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"MULTIGRAPHed"



There is but one kind of Multigraphed letter—that produced on a MULTIGRAPH TYPEWRITER

FILL IN AND MAIL THIS COUPON NOW!

AMERICAN MULTIGRAPH SALES CO., 1806 E. 40th, Cleveland, Ohio—I would like to know how Direct-Mail can pay its way in the _____ business. And I would also like you to fill the requests checked below.

- Send me the booklet, "How to Compile a Mailing List"
- Send me the booklet, "Following Through With Follow-Up"
- Send me the booklet, "How to Sell In a Buyers' Market"
- Send me the booklet, "Blazing the Trail—The Right Way to Make a Start in Advertising"
- Send me information about the Multigraph
- Send a representative to tell me about Direct-Mail Selling and how the Multigraph makes it so economical.

Firm _____

Name _____ Position _____

Street _____

Town _____ State _____ S. M. Oct. _____

Sales Management

A Dartnell Publication



Volume Four

Chicago, October, 1921

Number One

Getting Your Price

How Sales Managers in Different Lines of Business are Keeping the Sales Curve Climbing In Spite of Competitors with Lower Prices

A LARGE fuse manufacturer recently discharged three of his six salesmen on the grounds that they were not producing enough business to defray operating expenses. The men, who really were pretty fair salesmen as salesmen are judged by last year's standards, excused their lack of success on the grounds that the company's prices were "out of line" with competition. They pointed out that one competitor had cut his prices in half, and was getting practically all the business. To which the sales manager promptly replied that other men in the sales force were getting the business in spite of competitor's prices and that they expected every man in the organization to do as much.

It cannot be denied that the sales manager's stand was well taken. It is true that the only reason salesmen are employed is to show a buyer why it is to his interest to pay for better quality. But it is also true that too many sales executives forget that it is their job to help the salesmen. As one writer puts it, a sales force is like a string of ciphers with a digit (the sales manager) in front of them. If you replace the digit with a cipher, what have you left? To the man on the firing line a price differential looks entirely different than it does to the man who sits behind the mahogany bench and opens up the orders. It is all very fine to tell a salesman to go out and do it, but a much more practical plan is to show him **how** to do it.

Sell Satisfaction—Not Materials

Some sales managers are doing so by a complete upheaval of their selling plan. Shaw-Walker, for example, stopped selling filing cabinets when the prices began to drop about them, and instead gave their men special coaching in selling a filing system. The men were taught to go into a prospect's office and lay out a complete filing system. F. L. Turner in charge of this work says: "The best way I know to sell a thing against competition is not to sell it at all, but instead, to sell the satisfaction and advan-

tage to be had through the use of the thing or through the service of the salesman or the guarantee of the house he represents or, better yet, through all three together. In other words, I would sell usefulness—the usefulness of the thing, my own usefulness and usefulness of the house. And what buyer is qualified to set a price on such an offering?"

Other concerns, particularly those making a "line" of products have met the situation by developing a leader around which they can weave a sales canvass that will disarm competition. Some, as in the case with the Anchor Stove and Range Company, have carried this idea a step farther and "sell" a plan along with the stove. The sales manager of this company, Mr. F. S. Fenton, Jr., writes:

Back the Products Up With a Plan

"We have chosen from our rather long line of patterns, three stoves which are absolutely specialties with us. First, a medium priced cast iron range, built exceedingly well, very finely finished, carrying several features which our competitors cannot claim, but withal a competitive piece of goods. This range we sell to the instalment furniture dealers of the country in competition with the cheapest ranges offered by our competitors, and we do it with a merchandising plan consisting of a special retail sales plan calling for a one or two weeks' newspaper campaign backed up with window and floor displays, picture slides, a series of very strong letters which we mail without charge to a mailing list furnished by our dealer, and written upon special letter heads carrying the dealer's imprint.

"We educate the retail clerk by holding regular meetings with the retailers sales force in his store, and with phonograph record campaigns setting forth our service campaign, and talking the strong points of our stoves. We also educate very thoroughly on window and floor display and floor demonstrations.

"One phase of our campaigns is that

we prevail upon the retailer to offer as a free gift to the stove purchaser some very attractive household utensil, or set of utensils, and we then arrange the purchase of this article from the manufacturer and sell it to the dealer at actual cost, insisting that he actually give it away without addition to his range selling price. Just now we are using a set of Pyrex cooking ware. It is of course always necessary to arrange with the manufacturer of the utensil for an exclusive proposition at least, in our line of business. Then too, a part of our plan is to always select some nationally advertised article. In this way we gain the benefit of the national campaign, and a considerable co-operation from the manufacturer by the furnishing of his display material."

In the food product field sampling is being used extensively to meet the price cutter. The Cleveland Fruit Juice Company report good sales in spite of a high price by persuading dealers to taste the crushed fruit their salesmen carry. "One of our salesmen," writes H. C. Brown of that company, "was talking with a buyer who he discovered was using a very inferior line of goods. At first the buyer would not pay any attention to the general argument on quality. He assumed the disgruntled attitude that characterizes so many dealers, and told our salesman 'Nothing doing. You're robbers—I can buy your kind of goods at almost half your price. You say your Crushed Fruits and Syrups are more economical in the long run because the flavor is more highly concentrated, but I don't believe it. You've got to show me.'

Tasting Is Believing

"That's exactly what I wanted you to say," said Mr. Hyland. "All I ask is an opportunity to prove my argument. I have a sample jar of our strawberries in my case, and I'm going to ask you to dilute my product with five parts of simple syrup, as against the product you are now using diluted with only three parts of simple syrup."

"The buyer accepted the challenge, diluted the two products as instructed, and the result was so obviously in favor of the quality product that he gave up at once. 'I'm sold,' he said, 'I never knew before there could be such a difference in strawberries.'

The Curtis Brothers Company are equipping salesmen for their blue label food products with individual samples and each salesman is given a fibre spoon. This makes an attractive sampling proposition, and the distasteful procedure of asking a dealer to use the "family" sample jar is avoided.

The Burroughs Adding Machine Company as might be expected, has been especially active in co-operating with the salesmen to head off price troubles. C. W. Treadwell, of the general sales department in Detroit states:

"We are meeting present day conditions by emphasizing the quality of our service which we are able to furnish to the buyer. To illustrate, we have recently prepared a very complete simplified accounting plan for the small business man which may be maintained with a minimum of effort and cost, and which gives him protection and all the information he needs to intelligently manage his business. In these days of small margins of profits and high overhead it is very essential that the business man watch his figure facts closer than ever. He can only increase his profits through one of three ways—through greater volume of sales, decreased over-head, or increased turn-over. He cannot secure any of these without an intelligent knowledge of the trend of his business and its daily condition. The Service which we are in a position to render in connection with the purchase of a machine enables him to apply our product much more efficiently and get much greater returns from the use of it than ever before.

"We are applying the same idea to other lines of business among which we might mention as illustration, automobile accessory firms and garages. We are able to furnish them with a complete accounting system which can be intelligently kept on a Burroughs and which gives them daily information regarding every transaction, insures against forgotten charges, prevents leaks and losses and gives them a complete check on their parts, accessories, service charges, gratis time, sales, payroll and every phase of their business.

"In other words, we are increasing rather than decreasing the price of ma-

chines because we are educating the buying public to better accounting methods and to greater use of our equipment. Instead of selling a straight adding machine for \$200.00 we try to sell the prospect a bookkeeping machine at from \$650.00 to \$850.00 because the higher price machine gives them figure information which makes it a more profitable investment than the cheaper machine.

"In order to effect this we are spending over two hundred thousand dollars this year to train our sales organization

garments that will give him real satisfaction and bring customers back again and again. Another concern provides the salesmen with magnifying glasses so that they can have the dealer count the number of threads to the square inch, and from this point build up a selling talk. Others fix up charts that bring out the vital points.

Other concerns are looking farther afield for the key to the price problem. There seems to be an increasing tendency to detail the trade in the grocery lines, and in other ways to develop consumer demand for quality products. Those who have attempted this plan report that the consumer is not as set against a high price as the middlemen are prone to think. They do not want cheaper goods at cheaper prices, but will pay more for products that offer greater value. In selling the farm trade many manufacturers are encouraging salesmen to go out with the dealer and show him how to sell the quality article. Some very encouraging results are reported from this resale work. This would indicate that the manufacturer selling through the established channels of distribution would do well to carry his message to the ultimate consumer and not depend too much on the dealer doing his selling for him. Too many instances have been found where the dealer has been caved in completely by the drive against him. He is in no condition to take up your cudgels for you at this time. Apparently you have to do your own fighting. In the same way concerns distributing through the jobber should give more thought to detail work—indeed

even house-to-house canvassing can be made to pay under existing conditions. There is no sense in trying to force your goods onto the middle men. You have to find the neck of the sales bottle and expand it.

The sales manager of a large remedy manufacturer told his salesmen recently to prepare for a big fall business. A Texas salesman wrote in, saying: "If there is to be any bigger fall in business than there has been in the past three months, then I quit my job right now!"

The advice of R. E. Saberson, Thompson Yards, Inc., is: "If you have a man working for you who is not fired with enthusiasm and you cannot fire him with enthusiasm, then promptly fire him with enthusiasm."

Comparative Specifications

Women's Suits—Hand Tailored

1 SPECIFICATIONS FOR HAND TAILORED SUIT	2 Woolers Tailor-made Specifications	3 Purchased Garment "A"	4 Purchased Garment "B"	5 Purchased Garment "C"
1 Generous seam outlets Shoulders and Sleeves				
2 Front canvas worked				
3 Back seams stitched by hand				
4 Side and shoulder seam machine				
5 Collar Crocheted				
6 Collar worked by hand				
7 Top of collar and taping by hand				
8 Collar felled by hand				
9 Pockets and buttonholes chine, turned and finished by hand				
10 Bottom turned by hand				
11 Sleeves stitched in by machine				
12 Notch seam finished by hand				
13 Lining put in by hand				
14 Buttons on by hand				
15 Tape attached by hand				
16 Hand basted edges				



The H. Black Company furnish salesmen with a skeleton garment, the quality features of which are brought out by means of typewritten descriptions on muslin tags. Salesmen also carry comparative charts to use in demonstrating these different points.

along definite, positive, predetermined lines of selling and machine application."

In the textiles recourse to demonstrations are especially in evidence, and this it seems is the best answer yet found to the whole price cutting evil—don't expect customers to take your word for what you say about your own stuff but show them by actual demonstration that it is the cheapest in the long run. It will take a little experimenting to do this, perhaps, but there is hardly a business where this principle is not applicable. The H. D. Lee Company, makers of Unionalls, provide salesmen with swatches of different quality goods as well as swatches of the goods from which Unionalls are made. These swatches the salesmen proceed to put through different kinds of tests in front of the buyer which forcibly bring home to him the advantage of handling work

The Salesman Who Wants to Be Petted

By Eugene Whitmore

of the Dartnell Editorial Staff

A spiteful salesman went to his sales manager not long ago with a cock-and-bull story about a certain branch manager who was out "gunning" for the sales manager's job. He expected to have a croix de guerre or something pinned on him for his tattling. But his expectations missed fire. All the sales manager said was: "If anybody's crazy enough to be out gunning for my job they are welcome to it. Mary Garden has nothing on me when it comes to pacifying a bunch of temperamental salesmen." And he was right.

MR. and Mrs. Neighbor were in to visit for an hour after dinner one evening last week. Like most other neighbors, Mr. and Mrs. Neighbor are nice people. Mr. Neighbor is a traveling salesman. After that hour's visit I knew almost as much about Mr. Neighbor's business and his line as he did himself. At least I thought I did.

Mrs. Neighbor told us all about it. She also told us that the sales manager was terribly jealous of Mr. Neighbor, that Mr. Neighbor's work was not appreciated, and how the sales manager had been told exactly where he could dismount by Mr. Neighbor. It seems that Mr. Neighbor had sold a big order a month or so ago. He received no raise in salary—no telegraphic congratulations, and for some unaccountable reason the president of the concern didn't fall on his neck and kiss him when Neighbor paid his monthly visit to the plant.

So when the sales manager suggested that it might be well for Neighbor to sell a few more of the higher priced numbers in the line Neighbor up and told the sales manager that he knew the territory backwards, that he had sold the line for nine years and that he was selling all there was to be sold.

He Was Going to Show Them

After the Neighbors had said goodbye, asked us over to dinner, and out to a show, told us how smart the baby was, and admired the new rug I wondered how any man with all of Neighbor's ego could ever get in and out of a customer's place of business with all of his hide intact.

Yesterday I met Neighbor himself. He had just resigned.

He poured out his troubles to me. He had been grievously mistreated. His honor and integrity had been questioned, his work was unappreciated, and by the great horned toad he wouldn't stand it any longer. He was going to sell goods for a competitor, open a brokerage office and sew up all the business in his territory, go into business for himself.

As we walked along towards home, it developed that the house had written a letter to him requesting that he try and cut his expense account. Personally I thought it a very tactful letter; then another letter dated a day or so later had reminded him of the fact that no reports had been received from him showing that he had called on several former large buyers. The letter very diplomatically suggested that he tell them the reason for the loss of this business. The facts

were this: the several big customers had refused to buy; Neighbor blamed it on the house; in place of these buyers he had secured two other accounts in this town, both of which were pretty shaky as to credit.

Instead of a flock of congratulations about these two new orders he had received a letter from the credit department telling him that they were making an investigation to determine whether or not the orders could be accepted.

And he was going to resign on account of it all.

He did resign, but when he breezed into a competitor's office he was handed a rude shock. It seems the competitive sales manager knew Neighbor of old. I heard the story from a friend of mine who is in the sales department of the competitor.

It seems that Neighbor was hard to handle. He had to be petted, humored and pampered into working. Now I know why Mrs. Neighbor bragged so consistently about him. She merely was "getting along with him." Long association had taught her how to handle him. She knew how to handle him. She knew he would swell up like a toad, and purr like a cat when someone praised him to the sky. And being a sensible wife she figured it was a good policy to keep him in a good humor. So she "recommended him highly" wherever they went.

Jobs Were Hard to Get

But sales managers soon tire of constantly humoring a big, grown up man. They figure that unlike a trained seal a salesman does not have to be thrown a piece of fish every time he performs a clever trick.

So the competitive sales manager told Neighbor that there were no openings at present. He would "keep him in mind" if anything turned up.

A canvass of the entire trade in search of a job brought friend Neighbor to his senses. Muchly mollified, and thoroughly determined to forgive and forget and go back to work in earnest he applied for his old job and received it; but he was given to thoroughly understand that they could get along nicely without him, and that he must learn to accept advice, criticism, and suggestions.

Every sales manager has to contend with one or two salesmen who must be petted. All sales forces seem to be afflicted with one or two fellows who are constantly on the lookout for a chance

to have their dignity, honesty or ability questioned.

Some of them refuse to send in reports. Others take offense when it is suggested that they are not getting all the business on a certain item that the territory affords. Another will fly into a tantrum if the credit man questions any of his customers' ability to pay.

One sales manager has a plan for handling the man who says "this customer is as good as gold—I know him well, and although he is not rated go right ahead and ship the order." This sales manager writes a tactful letter to the salesman and says that they are anxious to please both him and the customer. But they are not quite convinced of his credit rating. "We presume that you will gladly guarantee the account, until we have time to make a credit investigation." This statement usually brings a prompt reply. Often it is sarcastic, yet nine times out of ten the salesman will admit that perhaps he made a statement which will bear investigation. He suggests that the order be held up until the credit man has a chance to delve into the customer's past record.

The Salesman Used to Be Sensitive

Another sales manager handed one of his temperamental salesmen an awful jolt not long ago. This salesman had refused to list the names of prospects. Yet he was always howling for "factory co-operation." He was constantly telling about how well competition was entrenched, and of all the advertising they were doing.

The sales manager decided to send out a direct mail campaign to all prospects listed by the salesmen on their last trip. Investigation revealed the fact that this smart salesman had not listed a single prospect on his last trip over the territory. A letter was sent to the salesman which contained this paragraph:

"The officers of this company have just authorized me to start a vigorous direct mail advertising campaign. Every prospect whose name was sent in by the salesmen on their last trip over their territory will receive three folders, and letters between now and your next trip. We are sorry to note that you have listed no prospects, hence we can send none of this material into your territory."

The next mail brought a list of prospects as long as your arm from Mr. Salesman. He was very apologetic, and

hoped sincerely that he would not be deprived of this co-operation inasmuch as he promised faithfully not to neglect any reports in the future.

Fear of losing these high strung salesmen keeps many sales managers from asserting themselves. Knowledge of their value to the company eggs many salesmen on to all kinds of temperamental idiosyncrasies that drive a sales manager to distraction.

But often a good scare, the calling of a bluff, and a show of firmness will save many a good salesman from his own destruction.

A friend of mine in charge of a large force of commission salesmen had one man whose pet hobby seemed to be resigning. On the slightest pretense he would resign. According to the salesman he was constantly besieged by competitors to accept all kinds of flattering offers. Two or three times a year the salesman had to be talked out of resigning.

All the time the sales manager had an idea that the salesman had no intention of carrying out any of his many threats to resign. But the salesman was valuable, and he was permitted to play his little game of bluff to his heart's content. But then business began to fall off,—orders came with less frequency. So the sales manager made a few suggestions designed to help the salesman turn in more business. One was to stay away from the larger towns for a while and concentrate on the smaller towns. He even suggested that it would be a good idea to make occasional trips into the interior towns off of the railroads.

As might be expected the salesman balked. He said he would resign before he would consider making anything but street car towns. Anything in the way of a village not large enough for street cars was too small for his talents.

So the sales manager wrote a very meek letter, telling him how sorry he

was that it was necessary to accept his resignation. The salesman was instructed to bring all his equipment to the factory and receive his final statement, and the acceptance of his resignation.

Four days after the letter was written the salesman appeared at the factory. He had a pocket full of orders gleaned from two small towns he had worked on his way in to the home office. Of course he didn't say so in as many words, but Mr. Salesman was careful to convey the impression that he didn't want to resign. He left all the gates open for the sales manager to send him back into the territory. He even suggested that he had decided to work all the small towns carefully. He was willing to follow instructions to the letter. It was plain to be seen that at least one salesman had been cured of a bad case of ego-temperamentus.

The sales manager who can handle these fellows must know how to drive with a tight rein, because given an inch they will often take a mile.

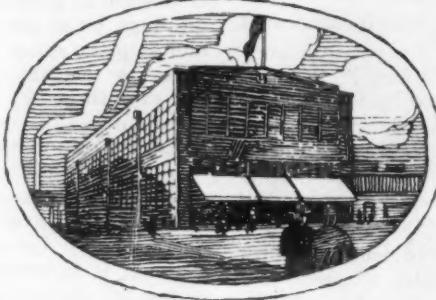
Have You Heard of the Salesman's Strike?

In a recent address on the Pacific Coast, William Maxwell, vice-president of the Thomas A. Edison Company, asserted that many salesmen do not realize that the well advertised "buyer's strike" is ended. "It is said that the buyers are on strike," Mr. Maxwell states, "but it is not a buyer's strike so much as it is a salesman's strike. It seems that salesmen and merchants are content to sit back and await the advent of better times, when they should be out organizing a selling campaign to induce their customers to buy."

A New York sales manager of national reputation, claims that this is not, by any means, a general condition but that there are a number of salesmen in every organization who, unquestionably, need an awakening. These salesmen are asleep, figuratively speaking. To combat this situation, this sales manager reports that he is using personal letters, weekly sales bulletins and Monday morning meetings in every branch office.

There may be a thought in this situation for other sales managers who will be reminded of a "staller" or two in his own force. There is no doubt but that the sooner the few "hold-backs" are trained for "full-back" positions and are urged to "buck" obstacles that provide sales resistance, the better the effect will be on the entire organization. The awakening of the few will mean better teamwork for the many and a general establishment of greater self-confidence on the part of average salesmen who comprise the majority in most sales organizations.

Marion, Ohio, which recently climbed into prominence has decided to hold tightly to its claim to fame. A new hotel to be erected is to be named after President Harding.



Why We Prosper

THERE is no secret about our success; no mysticism in our methods. The success of The Direct Advertising Corporation is predicated solely upon the success of the practical folks whom we serve. We prosper because our clients prosper.

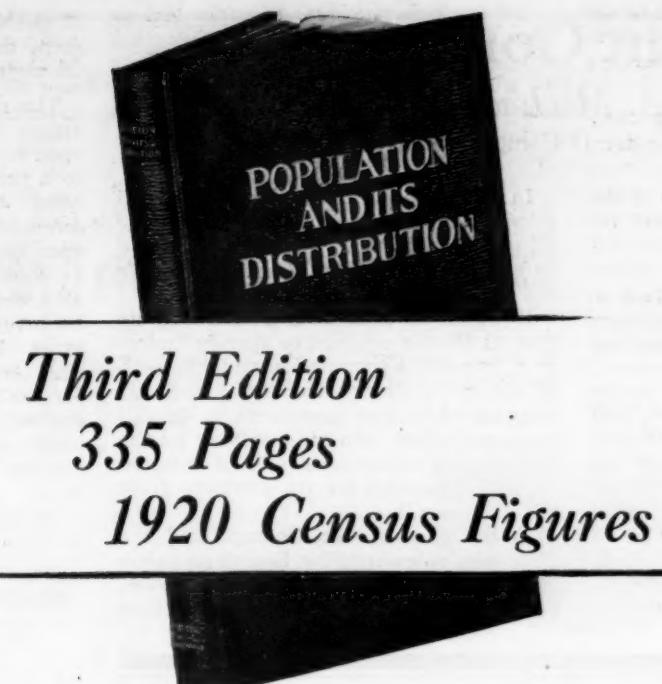
Business institutions find that confidence placed in us is well placed. Experience has taught them that our plans are basically sound; that we write copy which needs no revision; that we make layouts that are more than pretty pictures, and that, somehow or other, we have that elusive faculty of securing a *complete* sales effort which results in a definite, traceable profit on every dollar invested in advertising.

We invite correspondence from the executive in charge of sales in any large, well-financed organization, conservative and hard-headed enough to demand a visible profit from each advertising investment.

DEPARTMENT 541-A

THE DIRECT ADVERTISING CORPORATION
INDIANAPOLIS





This book lists every town in the United States of 500 inhabitants or over

—contains the population figures of the 1920 Census and marks their first appearance in such complete form. It has, also, many other tables necessary for an analysis of markets. It is the only book of its kind published.

It lists by states every city and town in the United States of 500 inhabitants and over, with its county. The cities and towns of each state are arranged in convenient classifications according to size. This enables you to tell at a glance how many cities there are of any size in any state or in the United States as a whole. For example, there are seven cities of over 100,000 in Ohio, and only one in Illinois. Pennsylvania has thirteen cities of 50,000 and over—while Texas, which is more than five times as large in area, has only five cities of such size.

The 68 cities of over 100,000 are listed in the order of their size. The 144 cities of over 50,000 are given with their populations in 1910 and 1920, showing their increase or decrease. 79 of these have increased 25%.

Number of dealers in various trades; Income Tax Returns; Automobiles owned, etc., by states or cities

In addition to the census figures this book gives the number of wholesale and of retail dealers in the leading

trades by states and in cities of 50,000 and over. In all there are 30 separate classifications, including automobile supplies, garages and repair shops, shoes, tobacco, confectionery, department stores, drugs, electrical supplies, furniture, general stores, grocery, hardware, jewelry, men's furnishings and sporting goods, etc.

As an index of purchasing power of the various states and cities, it contains corporation and personal income and tax returns for 1918, subscriptions to the Fourth Liberty Loan and many other interesting and useful tables, all conveniently arranged.

Firms that use this book

—What they think of it

Joseph Campbell Company, United States Rubber Company, Eastman Kodak Company, Swift & Company, Sears, Roebuck & Company, Libby, McNeill & Libby, and many others of the country's largest firms.

One sales manager writes, "I have found your book giving the details of population and its distribution, as you have arranged it, the most practical and useful data on population available for my use in marketing a food product and following the work of salesmen."

Another says, "I was not aware that a book of this kind had been published, and in my opinion it should be in the possession of every live sales manager in the United States, and if used properly it should show to many concerns that they are not getting the business they should in certain sections of the country."

We shall be glad to send a copy on receipt of five dollars (\$5.00). If you wish to return the book in five days, we will refund your money. To facilitate the filling of your order, address M. E. Hilbert, J. Walter Thompson Company, 244 Madison Ave., New York.

J. WALTER THOMPSON COMPANY
Advertising

NEW YORK • CHICAGO • BOSTON • CINCINNATI • CLEVELAND • LONDON

SALES MANAGEMENT

How I Split Commissions

By A. MacLachlan

Secretary, Square D Company, Detroit

I read with interest your article in the August issue of Sales Management regarding split credit controversies. I think the best way to handle the different situations outlined in this article is on the basis of dividing credit in proportion to the influence that each party had in getting the business onto the books.

In the case where the salesman in the territory sold the branch manager, and order was placed by purchasing department, my idea would be to split the credit say seventy-five and twenty-five—seventy-five to the salesman who originated the business, and twenty-five to the salesman who got the order according to which of the two had the most work to do.

In the case of mail orders, when a salesman's contract gives him credit for all goods sold in his territory, he would be entitled to credit regardless of where the goods were shipped.

It would be preferable in drawing up that particular contract to specify "salesman to receive commission equal to —% of the net selling price of all products shipped while the agreement is in full force and effect into his territory by the company on orders received and accepted by said company for its products from the salesman."

In the case of the Chicago and the Louisiana salesmen, the Louisiana salesman is entitled to 75% of the commission, the Chicago salesman 25%. In the case

of the Oregon and the Minnesota salesmen, they are entitled to 2% and the Chicago salesman 75%.

The salesman is not entitled to repeat orders from states which are considered open territory although in assigning him to a permanent territory there should be some equitable agreement regarding commissions on orders received from the open territory. In justice to him, I think he should be entitled to commissions on all orders received from the states which he covered, for a period of thirty days after he has been assigned to a permanent territory. This is to compensate him for the missionary work he has done in connection with the territory and from which he could not secure returns immediately.

"Sales Management" Enters Its Fourth Year

It was just three years ago this month that Sales Management made its uncertain debut into the ranks of class journalism. Our older subscribers will recall that initial issue, sixteen slim pages, much smaller than the present publication, without cover or color, and quite devoid of advertising. Our good friends gasped at the thought of starting a new magazine in the middle of the war, when every day saw new restrictions put on business and men were leaving by the shiploads for France. It did look like a foolish errand, but the publishers believed that the upheaval caused by the war opened up an avenue of service that was too urgent to slight. Subsequent developments proved this to be the case. Sales Management grew rapidly in spite of the war and in spite of the restrictions under which publishers were working in those days. Its initial circulation of 125 paid subscribers grew steadily each month. The audit just completed by The Audit Bureau of Circulations shows for June 1921 a net paid circulation, after all deductions for newsstand returns, bound volumes, subscriptions over three months in arrears, etc., of 6,104 copies. The actual distribution of this October issue will exceed 8,000 copies. In spite of adverse conditions, which are robbing most publications of from thirty to forty per cent of their circulation, SALES MANAGEMENT has steadily progressed, holding most of its old subscribers and adding new ones.

The Druggist of Today—and Tomorrow

His importance as a retailer—his reaction to advertised merchandise—his costs, buying habits, necessary profits, selling power—all are covered authoritatively in our recently published book "Merchandising Advertised Products Through Drug Stores". A copy will be sent you at your request.

Write for the book "How to Judge an Advertising Agency."

J.H. **CROSS** CO.
General Advertising Agents
214 South Twelfth Street - Philadelphia, Pa.

Members
American Association
of Advertising Agencies

Members
National Outdoor Advtg. Bureau
Audit Bureau of Circulations

"We have been subscribers to "Sales Management" ever since we have been in business and consider it the best magazine of the kind in the market." L. N. Burns, Pres. The Horse-Shoe Rubber Co.

"Please continue my subscription to "Sales Management" as I enjoy this magazine very much and find many useful subjects that are of great help. I assure you it is a pleasure to pass your invoice for payment." W. C. Tyrrell, American Lawn Mower Co.

As Milwaukee Buys—The Nation Buys

The Sign of Faith and Profit



1,245 Milwaukee Grocers display this symbol. These *progressive* grocers constitute 71% of the 1,733 grocers in Milwaukee.

Experience has taught them to believe in Journal advertising. They place their faith in Journal advertised products, because they have learned that brands advertised in The Journal bring the greatest profits resulting from bigger sales and quicker turn overs.

The surest, soundest, most economical way to influence Milwaukee grocers to stock your product is through The Journal. Concentrated advertising in the Journal reaches directly 4 out of 5 English speaking persons in Milwaukee—covers the great Milwaukee-Wisconsin Market at *but one advertising cost*.

With one master stroke you can secure distribution in this prosperous territory—can capture the good will of at least 71% of all Milwaukee grocers—by insuring the profitable tinkle in the dealer's cash drawer with Journal advertising.

Sales and advertising managers are invited to send for The Journal's detailed analysis of The Milwaukee-Wisconsin Market in relation to various products. This valuable information will be furnished without charge to National Advertisers and their agents. Requesting this data will be the first step toward increasing your sales and profits in this field of 600,000 ready-to-buy consumers. We suggest immediate action.

The MILWAUKEE JOURNAL *FIRST—By Merit*

HARRY J. GRANT, *Pub.*

OMARA & ORMSBEE, Inc.

R. A. TURNQUIST, *Adv. Mgr.*

NEW YORK

Special Representatives

CHICAGO

Try It Out In Representative Milwaukee

New Dartnell Manual Now Ready

This fall will usher in a period of competition keener than any yet experienced. Your salesmen will encounter price competition of a most discouraging type. To help those salesmen who market quality arguments to successfully meet this competition, and to resell them on the advantages of quality over price, The Dartnell Corporation has interviewed hundreds of salesmen and sales managers who have been notably successful in using quality arguments to meet price competition. The result of this inquiry has been embodied in a new pocket size manual or "how" book entitled:

"HOW TO SELL QUALITY"

By J. C. Aspley, Editor "Sales Management" Magazine

Do you know that there are more Cadillac automobiles in Detroit than all the popular price cars combined?

Do you know that Hart Schaffner & Marx sell more clothes than five large competitors, many of whom are quoting prices fifty and a hundred per cent lower?

Do you know that there are more than twice as many Steinway pianos sold than there are pianos of a make claimed to be "just as good" that sells for one-third less?

These are just a few illustrations from the book, "How to Sell Quality" that will help to convince the salesman who is shouting for a lower price that a high price is a badge of quality, and that it is as much as an asset as it is a handicap if he knows how to make it so. Even the best salesman will grow stale in time. The wise manager sees to it that his salesmen are constantly reminded of the fact

A Few Chapter Heads

- How Quality Helps a Salesman
- Why Your Customers Buy Quality
- Making the Buyer Want Quality
- Creating a Quality Atmosphere
- Getting the Full Price
- Disarming the Price Cutter
- Meet Price Objections with Quality Arguments
- How to Close a Quality Sale
- Keeping the Old Customer Sold on Quality

that other salesmen are meeting the same conditions of which he complains and getting business in spite of them.

"How to Sell Quality" is an experience meeting of live-wire salesmen like your own who have worked out a plan for meeting price competition with quality arguments. The plans have been contributed by salesmen in all lines of business, and edited by the Dartnell staff.

No salesman can read how these other salesmen are overcoming price competition without being helped. We are entering a period of intense competition. Those salesmen who are strengthened against the price cutter's tactics by reading this practical treatise on selling quality will get more business than those who do not.

A single good sized order will pay for enough copies to put them into the hands of each of your men.

*Price on Approval—\$1.60, Deluxe Leatherette; \$1.10 Boards
Special Quantity Price—\$10.50 a dozen (boards)*

OTHER MANUALS IN THE SAME SERIES

Field Tactics for Salesmen

How do your salesmen dispose of price objections? How do they handle the buyer who "isn't interested"? These and other common problems of your salesmen are discussed in this Dartnell Standard Manual. Over 800 sales executives in all lines of business collaborated with the author in the preparation of this unusually practical book. It boils down into 112 pages the best experience of the world's most successful business producers.

Price by mail, \$1.60

"Salesmen's Correspondence Manual"

Designed to bring home to salesmen the value to them of writing concise, intimate letters to the home office in place of meaningless "weather reports." Shows model reports sent in by salesmen. Given many examples of letters suitable for the salesman to pass on to a customer—sales letters, collection letters, credit letters, etc. We have sold as many as 500 of these manuals to a single concern for distribution to its salesmen.

Price by mail, \$1.10

"Advertising Manual"

Gives the salesman valuable suggestions for cashing in on the advertising. Has nothing to do with the preparation of advertising. An invaluable manual to put in the hands of salesmen selling nationally advertised products to the dealer. Prepared in co-operation with the American Association of Advertising Agents for the special purpose of "selling" the advertising idea to the sales force.

Price by mail, \$1.10

THE DARTNELL CORPORATION :: 1801 LELAND AVENUE, CHICAGO

Manuals the Salesmen Write

During the war boom the sales manual fell into bad repute. It was excess baggage in the eyes of most salesmen. The very idea of suggesting that they could learn anything about selling was laughable. But there is a new tune on the Graphophone today. The men who knew it all last year are holding up both hands for ideas that will help them sell today. It is a wise sales manager who catches this spirit on the wing.

TIME and again sales managers have been heard to wish for some kind of a sales manual for their salesmen. Every time a good testimonial letter comes in from a customer they long for some kind of a folder, or a loose-leaf book into which copies of every testimonial letter could go and later be placed in the hands of every salesman.

"Half my correspondence could be eliminated if I had some kind of a manual in the hands of my men, to answer their questions," said one sales manager. Another claims that many of his men fail because they get started on one selling angle and never develop another. This comes from lack of contact with other salesmen, and to the inability of the sales department to furnish them with new selling ideas regularly.

But still other sales managers who have issued manuals of various kinds, hoping that it would solve many of their problems, claim that sales manuals are a failure. "The men simply will not read them," complains the sales manager who has tried and knows. In cases of this kind we often find that the sales manual that was not read was written by some one who has had little selling experience. It is full of platitudes, pep talk, ginger up stuff, and the usual run of copy book advice, gleaned from various so-called "inspirational" publications.

The manual with good, hard, sound selling sense, written in plain everyday style will be read, used and constantly referred to. And no one will sense the difference between the copy book variety of salesmen and the "horse sense" variety quicker than the salesmen. They seem to be able to read between the lines and know immediately whether or not the book was written by some one who knew his business.

To avoid any possibility of being accused of turning out "swivel chair" sales helps, several concerns have recently issued sales manuals and selling helps which have been written entirely by the various salesmen.

One of the best of these which has come to our attention is a pocket size book issued by the Thos. D. Murphy Company of Red Oak, Iowa, manufacturers of art calendars and direct mail service. Every line of it consists of letters which have been written by the sales force. Everyday problems are discussed in an intensely practical style. One of the books were shown to a man who has sold similar lines and he said, "I can think of many lost sales which I could have saved with some of the arguments suggested by these salesmen. It is the best thing I ever saw."

The thing that seemed to appeal to this salesman was the fact that many of the letters showed unusual ideas which were successful in overcoming the hundreds of stock, everyday alibis offered by prospects for not buying, for waiting to see other lines, for "shopping" and trying some new means of advertising.

The book is called "1921 Fighters Prize Letters." The name of each salesman is signed after the letter he contributes. Of course we are unable to say how much of an increase in business the book is responsible for, but we are confident that no salesman could read it without becoming a better salesman, and being better equipped to meet present day conditions. Many of the letters were descriptions of sales made this year, and deal with timely plans that overcome 1921 objections.

Another concern that believes in giving the salesmen a voice in building their sales helps is the Baker-Vawter Company of Benton Harbor, Michigan. A recent issue of their house publication, The Baker-Vawter Journal is called the "How to Sell" number, and is written almost entirely by the salesmen.

A halftone illustration of every salesman is printed with his letter. Some of the headings over the letters tell a story in themselves—Ben P. Sax says, "Cover Your Field and Always Present a Definite Item," B. C. Moore says, "Follow Your Re-orders, and Carry and Show Your Samples" are examples of the themes used by the various salesmen, and the heading used.

A careful reading of this booklet and the Murphy collection of letters proves that this idea is a good one, and one that will re-fire any salesman with the spirit that wins.

It proves to many members of the sales force that there are many angles to their proposition which they have not been working. It proves to them that they have not been thinking enough about their own problems, and brings to their attention new ways to beat old arguments.

We are fully aware of the fact that salesmen are, as a rule, not prolific writers. One sales manager complains that this suggestion is not practical in his case because he cannot even get his salesmen to make out regular reports, much less write copy for sales manuals. But there are tricks in most all trades, and the trade of sales managing is not without a few of its own.

One sales manager has found that he can secure good leads for new stories for sales manuals by watching the orders as they come in. A salesman will sell a customer that every preceding

salesman in that territory has missed. A letter asking how he put it over will often bring back a letter that will offer good suggestions to other salesmen.

Another salesman will, of his own accord, make a drive on a certain line of business—garages for instance. How is he able to run up such a big batting average with garages? His answer to this question will make another good letter for the manual or book of selling helps.

In securing copy don't write and ask the salesman to tell you his selling plans, or how he makes sales. Ask him a definite question, based upon his previous record. "Why are you so successful in increasing the size of re-orders?" "Why are you now selling so many more of the No. 1896 model than ever before?" "Tell us how you closed the Hard-boiled Corporation which four other salesmen have dubbed as impossible?"

Then, with something definite in mind the salesman will make a real story out of his answer, and at the same time bring out some valuable suggestions and selling points. Many variations of this plan can be worked. The salesmen can write an issue of the house organ. They can each write a letter each week for several months. Or their letters can be made into a loose-leaf book, with suggestions and additions by the sales manager, or they can be incorporated in the price book.

A salesman of one of the big widely known sales organizations told me that he derived more benefit from short talks with other salesmen at the annual convention than he did from the regular program, and if this is true it is more than probable that he would derive more benefit from suggestions of other salesmen in the manual, than from one written by one of the bright young men in the advertising or sales departments.

"We are very much interested in the editorial in the June issue of "Sales Management", entitled 'It's time to Curb Hotel Profiteering.' We are having a copy of this editorial sent to all our salesmen with our comments, and we believe that if the sales managers of this country would co-operate with you a great deal could be done to bring down the outrageous rates charged by the hotels throughout the country. 'Sales Management' brings before sales managers many important matters that aid us in carrying on the sales force, and we look forward with a great deal of pleasure every month to receiving it." George S. Trant, Sales Manager, The Patent Cereals Company, Geneva, N. Y.

Trading Today for Tomorrow

Livingston told of the natives in Africa offering a big price for a book he was reading. They did not comprehend reading and thought the book at which he gazed so long, must be "eye medicine."

Each generation we read more, and transact more business by means of the printed word.

Advertising as we know it today is a new business —some art and some science. But the principle is basic and very simple.

Given a good product of wide appeal, then an attractive, honest and repeated description in reputable publications; the public reads, tries, and if satisfied, continues as consumer.

The principle of advertising is as simple as reading was to Livingston.

Time and repetition are of the greatest importance.

Advertise today for tomorrow. There will always be a tomorrow.

And today or tomorrow we like best those we know best.

*Advertising space in the Butterick Publications is
for sale through accredited advertising agencies*

Butterick—Publisher

THE DELINEATOR
(\$.50 a Year)

EVERYBODY'S MAGAZINE
(\$.75 a Year)

THE DESIGNER
(\$2.00 a Year)

The Man Who Keeps the Smoke Stack Smoking

By Alexander R. Creedy

Those of our readers who recall "The Salesman Who Carries Tales" by Mr. Creedy will find this article fully as interesting. It handles a delicate subject without gloves and in a way that will surely make us THINK. Like all Mr. Creedy's articles this one is based on fact, but on account of its rather personal element it has been presented as an anecdote rather than a mere cataloguing of facts.

HE had just returned from two months on the road—his first real adventure on the frontiers of retail business, for he was a sales manager by force of circumstances, literally jostled into the job when a big man went West because of a week-end automobile trip and a broken brake-rod—and he brought back with him an idea that is the very fundamental of NOW.

At the weekly get-together Conference, at which many executive and departmental heads were present, he did some table-pounding, as he made this emphatic statement:

"I don't care what you say—the only man that counts today is the man who is selling goods. It's all the same, whether he is selling a million dollars' worth of steel or a package of hairpins—Selling! Selling! It's a wonder-word and a constructive power. God help the country, during such times as these, if it were not for the salesman. I make no fancy classifications—I make no reservations—this tribute is for the little chap behind the counter, in the village store and it is for the man who sells a dozen cantilever bridges."

The Sales Manager Explains

The statement was highly seasoned, and to have grasped its full significance, you should draw a mental picture of an alert, keen-visioned man, his jaws squared and his eyes blazing with something that approximated inspirational fire. His expression, his mood, his very manner, indicated that he had suffered a soul-awakening. His entire view of men and of business had been tempestuously veered. No mere passing tilt with conditions had brought about the transformation—there had been a shock, a mighty upheaval of principles.

Somebody at the long table took him to task for his revolutionary statement. What did he mean? Selling goods was important, yes, but what of the other complex ramifications of civilization?

"Before I took this trip," said the sales manager, "I had an exalted idea of the importance of the Man at the Desk, the Executive with an Inside Job, the million and one human atoms that make up Business Machinery. I think I have always underestimated the precious value of the Salesman. At least, there was never much sentiment connected with his class and clan. He was just somebody who went out and sold something, or an

automaton behind a counter, wrapping up a parcel and taking in the money.

"For five years, before I was thrust into my present responsibility, I occupied a big mahogany workbench, in a quite ornate office. I had a silver rack for my pens and the carpet on the floor was the kind your feet wade through. Office boys and stenographers whispered when they entered my exalted presence.

"I punched no time clock and if I wanted to get off at four to challenge somebody at Golf—that was MY business. It is not to be inferred that I neglected any obligation, slighted my task. I DO think that jobs of this kind soften the best of men. It is SO easy to delegate things to someone else. I was directing instead of doing.

"Then came two months on the road. I have been selling goods and watching others sell goods. I have been standing, in the background and the shadows, of the small retail store, while earnest and intelligent little men sold goods. It isn't easy to Sell. The salesman's entire life is consecrated to the cause of moving merchandise. There could be no factories if there were no salesmen. Have we been just a little too inclined to think of the first?

Hats Off to the Salesman

"Today is the destiny-hour of the salesman. Never was he as important; never was anything and everything so difficult to sell. I confess to a sudden, thrilling sense of gratitude to the Seller of Goods, in whatever market, and in whatever station. Almost any field of human endeavor is easier than selling. Every sale is a new sale with a new approach. I begin to see where my old job, with its official trimmings and its Turkish Rug upholstery only seemed important as compared with the humble paths of the man who is selling—always, day in and day out, on through the years.

"It is the infinitely ennobling Era of Get-Together. I can see it coming, gentlemen, in stronger measure, irresistible, majestic, invincible—the Day of super-collaboration between all men at all business endeavors. Intolerance is beginning to feel the impact of germination. The manufacturer sees the human side of the Man at the Machine, the Store owner finds time—and the inclination—to pat a struggling clerk on the back, the High Executive says 'Howdy, Jim' to the least of his employees.

"And I somehow feel that the Salesman has helped to bring it about. Never was he so respected, never were his records so cheerfully marked on the official chart.

"Out yonder in a textile manufacturing community, hard hit by the trend of events, I happened to be present when the boys were getting back from the road. It was good to watch the reception they received, exhilarating! Some white-haired old veterans of the business, that, a year ago, met casual reference to sales made with a casual hint that the record should be beaten, crowded around those tired boys and shook hands with them and made a fuss over them, and 'said it with flowers'.

"There's nothing America CAN'T do, if we just keep this tiny spark of the Get-Together spirit alive until it gives heat. We'll sweep the seven seas with ships and we'll see that vast undeveloped Western country blossom like a pansy bed after rain.

"The Get-Together spirit! That's it. Mutual respect and regard; moral give-and-take, bear and forebear. It simply means that each man will have time to listen to somebody else's story—and opinion. And that hasn't been true—in Business.

"I am convinced that manufacturers could solve half their petty—and large—problems, if they would hang the 'Welcome' sign on their office doors to the small retail merchants of the country—the men who sell the goods. In the past these fellows felt their apparent unimportance. They were just 'country merchants'. Why should a big, affluent, brainy manufacturer—a busy Jobber, a self-centered Wholesaler give a whoop for the opinion of a chap whose hands were soiled from counter dust, and who still kept wrapping twine in a metal holder suspended from the ceiling?

He Was Only a Poor Shop Keeper

"And all the while, gentlemen, he has been HUNGRY to co-operate, to express opinions, to ask questions, to come forward with timid advice, based on hard-headed retail experience. But he was JUST A SHOP-KEEPER. He was so small it embarrassed him—sealed his lips. And if he DID have the temerity to write in to the Magnates, he received a curt response—or none at all.

"And so it has gone, insidiously, rippling along the various planes of humanity. Each gradation has had its pert

aristocracy of positions—its impudent mushrooms, sassily rearing above the common herd. There was kow-towing or sullen, discouraged silence. But somehow—never Heart.

"What do we know of the immense untapped mental resources of the Men Who Sell the Goods? Their collaboration, their interest, their experience has never been conscientiously sought. A ten-million dollar confectionary plant spends one hundred thousand dollars to popularize a six-cent package of peanut brittle—and it falls flat; it grows inert and helpless in the face of competition. Yet its manufacturers KNOW that it is a better peanut brittle than any on the market.

"Hat in hand—apologetic—a wee bit wistful—there comes a man from a rookery of a small-town shop. 'Please,' he stammers, 'please, and I think I know why the brand doesn't sell. It is done up in a transparent glacie paper that sticks

to the candy—and men fuss trying to get it off, when they want to read their newspapers, and the glacie paper gets in their mouths, and mothers are afraid children will swallow it—and—and if you'll change the method of wrapping, I think it will go big—for it is very, very good peanut brittle.'

"Whereupon the manufacturer sullenly takes the advice and builds the anemic business back to tremendous success.

"Get together! Let's swing our doors wide to our fellows, in this great game of manufacturing and selling. Let's be partners. Let's so arrange things that we'll NEVER be too busy to say 'come in' when an IDEA taps at the door—and more particularly the idea that has its hat in its hand and is timid, and is not quite at home in the atmosphere of mahogany desks.

"For my part, I'm cured. Hereafter, I am a disciple of the Hearty Hand Clasp and the Hail-Fellow-Well-Met. War has

done it's ennobling part. We have seen the twenty-dollar a week shipping clerk come back with his chest covered with medals, to take his place again in the marvelous scheme of Life, while the buck private who slept side by side with him, in a muddy trench, is moved again across the inexorable chess-board, to Vice Presidency of the firm.

"Business is built on ideas. Ideas are Salesmen. There can NEVER be too many ideas in Business—and that goes straight across the board, from the pudgling shed to the Manager's office, from the Jobber's office to the cross-roads General Store.

"To get together means to assemble ideas—more and more and MORE of them, until, like a tidal wave of invigorating inspiration, there are always some in reserve. It will save the situation NOW—it will build world-supremacy for us Tomorrow."

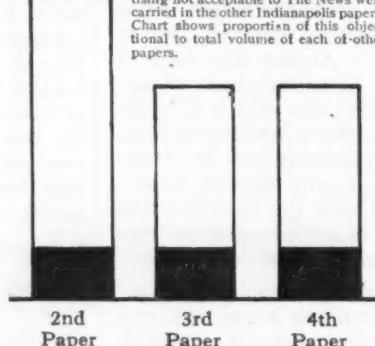
LET THE INDIANAPOLIS RETAILERS KEY YOUR ADVERTISING

It cost more than a million to say this

\$1,000,000 worth of advertising (figured at News rates) ruled out as objectionable by The News in the last decade, has afterwards appeared in other Indianapolis papers.

The News has more than a blanketing circulation and a remarkable dominating volume of retail, national and classified advertising. It has a *clean* paper.

In 1920, 1,106,796 agate lines of advertising not acceptable to The News were carried in the other Indianapolis papers. Chart shows proportion of this objectional to total volume of each of other papers.



The Indianapolis News

New York Office
DAN A. CARROLL
150 Nassau Street

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS

Chemical Salesmen Organize

The recently organized Salesmen's Association of the American Chemical Industry voted unanimously to exclude salesmen who represent foreign interests. It was brought out that the main feature of the association was to promote and guard the American industries as such, therefore to admit foreign representatives would tend to defeat the purpose of the association.

This association was organized at the Chemist's Club in New York on September 7th. Nearly 100 salesmen and sales executives attended the meeting, adopted a constitution and elected officers. Burton T. Brush, of Anton Chiris Co. was elected president. In his acceptance speech said:

"No industry in America faces such development as does the Chemical Industry, and its future is largely in the hands of salesmen. You meet the trade on their own doorsteps and mix with other business men all over the country. You are looked upon by the general public as the representatives of America's newest industry.

"This association," he concluded, "will give us a sense of belonging to something bigger than our own affairs; it will create esprit de corps. We are still competitors—friendly enemies—but we are all of one mind when it comes to the progress and the prosperity of our industry."

The sales manager who wrote his men that the buyer saying, "No", really means, "Yes, maybe," has a mighty good imagination, according to the sales manager of a Wisconsin auto truck concern. He adds: "A hundred years experience over the road will set that phylosopher right!"

"I have increased my sales force, and am so delighted with the results received from the News Bulletins that I wish you would send me four more each week." S. R. Dague, Pres., Dague Business College.

How to Get Repeat Orders From Your Customers

When you once get a new customer on the books, bend all your energy to keep him there. If it is worth \$50 to get a new customer, it is worth \$50 to keep an old one. But the average old customer can be kept for a fraction of what it costs to get a new customer. This article tells of one way of holding customers.

THE "velvet" in an insurance business, as I understand it, is in renewals. After an agent has written, say, a million dollars of insurance he has an income for life because he can depend upon a large percentage of his customers renewing their policies from year to year. These renewals come in almost without effort, and, although the commissions are not as large as on new business, yet they are obtained in large volume and almost without effort.

The manufacturer of any article which is rapidly consumed is in much the same position as the insurance agent.

For instance, take a manufacturer of cloth and paper bags. A user of this product is in the market for a new supply every two or three months. The aim of the manufacturer is, first, to get the initial order (which is quite expensive), and then to get repeat orders month after month (which is comparatively inexpensive).

In any business the long profit is in repeat orders.

A rapid turnover of customers is more expensive than a rapid turnover of employees.

THE William Feather Company produces a certain type of house magazine which has proved successful in holding old customers, and in building up a large repeat business.

These house magazines contain a section of reading matter, surrounded with advertising matter supplied by the user of the publication.

In the reading section, Mr. Feather talks to your customers, as you, the president of the company,

would talk to them if you had the time to go out and meet them personally each month.

If yours is a high-grade house, giving real service and selling a quality product, this reading section will express the spirit and policies of your company as well as though you wrote every line of copy yourself.

Fundamentally, all business is the same. This is not a secret, but is a principle which has been used by The William Feather Company in building up a syndicate house magazine service which has been successfully used by many different companies.

WE do not solicit inquiries from companies in the promotional stage. Our magazine can be used to the best advantage by well-established companies, feeling the need of a closer tie-up with the trade already established.

The cost of our service is moderate, in view of the fact that it includes writing, editing, and printing, with a minimum of supervision on your part. The cost of reaching your entire list twelve times a year will not exceed \$1 per name, and it can be done for as low as 65 cents per name.

The best way to know whether you can use our service is to send for a sample of our publication—**THE WILLIAM FEATHER MAGAZINE**—and samples of magazines we are now producing for others.

No obligation—no salesman to call on you. If you like our proposition you'll buy it without any urging on our part. We have no contracts—you quit any time you please.

The William Feather Company

613 Caxton Building

Cleveland, Ohio



Don't Overlook the South

in planning your next advertising

Reduction in the cost of making crops, and increased acreage in food crops has brought prosperity to the South, and today the South offers a fertile field for Northern and Western manufacturers.

There is a billion-dollar-increase in purchasing power in the South for 1921, over 1920.

As only 15% of the circulation of national publications is in the South (a section comprising a third of the area and population of

the country) national advertising alone will not cover the South.

The newspapers are the great media of the South, thoroughly covering both rural and urban sections.

In planning your next appropriation, figure on using generous space in Southern newspapers. With no other media can you so surely, so economically influence the Southern market.



Southern Newspaper Publishers' Association
Chattanooga, Tenn.

Government Consolidates Its Buying

Special Washington Correspondence

Ever since Charles G. Dawes went to Washington to put the government on a business basis—particularly as concerns spending the public money—sales managers have been wondering what the General would do about government buying. Mr. Fawcett's report this month will therefore be interesting, as it gives the inside information about the situation there.

THE immediate and imperative need that has faced the new head of the Budget Bureau has been a drastic reduction of government expenses, in order to make good the reduction of taxes that Congress has promised. No better way to keep down outgo than to make use of available material on hand. Charles G. Dawes had not been on the job many weeks ere he discovered that various departments and bureaus of the government were continually buying in the open market staples and specialties of which other offices had surplus on hand sufficient for their wants for many years. The new interlocking system of supply and sale represents the fruit of a studied effort to discourage hoarding and keep liquid the resources of a far-flung business institution. Needless to emphasize, all this has double-action contact with selling. The consolidation and complete centralization of government purchases, which we can see over the shoulder of this coordination of supply, will, in turn, encourage standardization of purchases,—bigger killings for the sales interest when it brings down the game. Meanwhile, the absorption of the government's surplus property will avoid the market demoralization that might have resulted had excess holdings been dumped.

Branch Offices Throughout Country

Operation of an interdepartmental clearing house by a business institution under one roof or located in one city is simplicity itself as compared with the complication that the government has faced. Uncle Sam has hundreds of "branch offices" throughout the country, not counting the tens of thousands of postoffices. And the surplus property that is subject to interdepartmental scale is scattered up and down the land in varying quantities, some of it never having been properly reported to Washington. It is this necessity for striking a balance at long-range between supply and demand that has prompted the government to essay its "territorial" experiment.

On the Federal sales and supply map the territory of the United States is divided into nine areas, corresponding to the nine Army Corps Areas. In each area is stationed, as district administrator, an official known as the Coordinator for General Supplies for the executive departments and independent establishments having activities in that area. The work of the Coordinators is supervised and coordinated by a Chief Coordinator of General Supply who has become, in a sense, the overload of the Office of the

General Supply Committee at Washington. The General Supply Committee, as sales executives know, is the interdepartmental institution which has for some years past been gradually feeling its way toward the goal of complete centralization and standardization of government purchases, but which has never succeeded in bringing all governmental buyers into line. When the Budget Director set out to redistribute and equalize surplus stocks it was manifest that departmental purchases must wait upon interdepartmental transfers and that utilization of supplies on hand must be hooked up with contracting for the future.

An Interesting Policy

As a guide to liquidation, the Director of the Budget and His Chief Coordinator, Col. H. C. Smither, have promulgated one principle of interest to sales managers. It is that commodity stocks in reserve should, in no instance, exceed the contemplated requirements of one year. A mandate has been issued that surplus material, supplies or equipment for which a specific use within the current fiscal year is not foreseen must be turned over to the central agency for reissue to other offices. Standardization is to be followed in all new purchases but, in the interest of an effective clean-up of material on hand it has been ordered that responsible officials make every effort to utilize such types and styles of equipment as are available from the surplus stocks rather than to insist upon a particular style not available. For example, the edict is that serviceable used typewriters must be used regardless of make when no typewriters of the preferred make are available for reissue or transfer.

The first move of each Area Coordinator is to, by correspondence and personal inspection, locate and inspect surpluses and accumulations of government stocks. This might appear to be obvious routine but it is not so simple as it might appear. Due to the hurry and flurry of war outfitting, Uncle Sam has all manner of widely scattered possessions that have never been so much as officially reported to the proper authorities at Washington. And, in a business as big as that of the government everyday changes of policy precipitate property surpluses. For example, the recent decision to curtail the aerial mail service transformed heavy stocks of airplane materials and supplies into surplus.

Having appraised a stock accumulation, the Area Coordinator determines the amount in excess of reasonable reserves or current needs. Then he reports to the Chief Coordinator, submitting his recom-

mendations as to the disposition of the surplus. Incidentally, each Area executive keeps in touch in a general way with the Coordinators for General Supply in Areas adjacent to his own with a view to effecting economies by the interchange of materials between the areas. The Area Coordinator has the power to fix the fair market price of surpluses, such price being in each instance the determining measure of the transfer of funds upon the books of the department incident to the interdepartmental transfer of material.

That this new system of team-play is calculated to endure beyond the emergency of the disposition of the war surplus is attested by the fact that the President has directed that the Chief Coordinator of General Supply shall, in addition to his responsibilities with respect to surplus property, exercise general supervision over the purchase functions of the several departments.

Plan Will Insure Uniformity of Prices

To insure close intimate co-operation and entire sympathy of action between distributors and consumers it has been arranged that henceforth there shall be on the job, in each executive department and independent establishment of the government, a Director of Sales and a Director of Purchases who will, respectively, coordinate all activities involving sales and purchases within their departments and be in direct liaison with the Chief Coordinator. A feature of this new era of understanding among Uncle Sam's subsidiaries is to be the interchange of surplus property reports, advertisements of material for sale, and invitations for bids. There will be scant excuse, in future, for business deals in one quarter that disregard wants or resources in another. And Director Dawes says, furthermore, that this exchange of information will insure "uniformity of prices", coming and going.

Sales managers who frequent the political metropolis of Washington, D. C., will be able shortly to christen the register of a new 300 room commercial hotel to be known as The Hamilton. It will be erected on the site of the old Hamilton Hotel facing Franklin Park. Groans from "war order" business seekers can be heard to echo "Why didn't they do it in 1917?"

"Sales Management" is a most excellent publication, and I find many interesting articles in it each month. In fact, I keep the back numbers at hand for immediate reference." R. G. Baumbusch, C. E. Johanson, Inc.



EDITORIAL

Bury Your Inflated Sales Records

An official of The Crane Company was asked how he found business. "Very good," he replied, "twenty-three of our sixty branches are doing more business this year than the average for the last ten years." If this man had the view point of the ordinary small business man he would have said: "Pretty punk, we are doing only about half the business we did a year ago." But you will notice the bigger the business man the bigger his viewpoint. The little fellow thinks only of tomorrow, the big man thinks in terms of ten and twenty years—some even think in terms of a business lifetime. It would be good for all of us if we could get the habit of thinking of our sales records over a term of years, and forget the records we piled up during the war boom. They don't mean anything anyway. When we use them for a yard stick with which to measure sales accomplishment we only get the gloom, begin nagging the salesmen and otherwise get out of gear. Business is a lot better today, generally speaking, than it was in 1914, and it is better for most of us that it has been based on an average over a period of years. So next time somebody asks us how business is let's look over the dizzy peaks of 1919-20 and compare our sales with the more normal years that preceeded them. If we would all do this the much talked about "normale" would just naturally come.

—o—

Bamboo Pole Salesmanship

A salesman came into the office the other day looking for a job. He was selling electrical specialties and had his outfit with him. It consisted of three well-filled letter sized loose-leaf binders, a portfolio of advertising proofs, samples of window display helps, eight pads of different kinds of reports, and several pounds of samples. The salesman wanted a job where he wouldn't have to carry a "trunk" with him. We were able to convince him that his best bet was to make good where he was before he pulled up anchor, but we couldn't blame him for kicking at the "physical equipment" he was required to carry.

It reminded us of a story about Donald Todd's fishing trip this summer. According to Jack Speare's account of this trip in the Todd sales bulletin Donald Todd and his gang of Indians from the Protectograph company almost cleaned the Canadian lakes out of fish. According to the same authority both G. W. Todd and W. L. Todd fished the same waters with about a million dollars' worth of fancy tackle and fashionable rods and reels and flies and kill-em-dead lures, etc., but they didn't get enough fish to feed a cat.

It seems that when Don was going across the lake in Canada, where the fish are big and sassy, Walter Todd did try to lend him a few thousand dollars' worth of his tackle, so's he wouldn't come home with a goose-egg. But Don and the Indians said No, they guessed they'd just take along their old bamboo poles and cork bobbers and some strong twine and maybe a can of angleworms, thank you. So they did. Walt was horrified. The poor chumps! They were such amateurs they didn't know that no self-respecting game fish would take any bait as cheap as worms that you can dig up in your own backyard, instead of spending a week's wages for handpainted minnows in a sporting-goods emporium. Well, they fished three days, and the bass and pickerel were so insulted over the angle-worm proposition that they attacked 'em savagely, and the gang came home with the biggest catch that's been dragged across the lake in many a moon, including one small-mouth black bass weighing well over 4 lbs., which is close to a record for these waters in recent years. Asked the boys how they ever landed such a whopping fighting bass on a bamboo pole with a reel or other modish paraphernalia, and they said, "Oh, he pulled the cork under water, so we just yanked on the pole, and we yanked and yanked, till he came into the boat." Perhaps this is only a fish story, but anyway it gets over the point we want to make; that a certain amount of equipment is quite necessary, but if a man is encumbered with too much of it he is apt to think more about his equipment than he is about getting an order.

—o—

Good Farmers Don't Always Make Good Sales Managers

The farmer in looking around for a peg on which to tie the drop in farm product prices has hit on his old bogey, the middle man. As an outcome of this wave of dissatisfaction there is a natural bend toward widespread co-operative marketing, and selling direct to the consumer. Lured by the widely advertised success of a few notable marketing organizations like the orange growers of California, and the grape growers of Michigan the farmer feels certain that by disposing of his own crops he could get all the profit now going to the middlemen. What Mr. Farmer fails to understand is that just because he has an association success is assured, any more than because Marshall Field made money in the dry goods business it follows that everybody who starts in the dry goods business is going to make money. A farmer's marketing enterprise is just as susceptible to failure, if indeed it is not even more susceptible, than a mer-

COMMENT



cantile business. The decisive factor is management. Every co-operative enterprise that has been successful has succeeded because of its management, and those which have failed have failed because of their management. This is elementary, yet we constantly read of this, that or another group of farmers organizing a selling association under the management of one of their own number. We can sympathize with the desire of the members to put their affairs in the hands of someone who has lived among them all his life and whose honesty is unquestioned. But it isn't business. Selling the product of a group of farms calls for the same kind of trained selling ability that is required in the marketing of factory products. Can you imagine how long a factory would last if the sales manager was picked out from the men who worked at the bench? Unless the practice is stopped, co-operative marketing is bound to fail. The layman has no chance in competition with the trained specialist. Our advice to the farmers is to go out and hire brains, realizing when they do so that this is a day when brains that can show win profits in an almost profitless market will bring big salaries. It's like the doctor who sent in his bill: "To cutting off leg \$50. To knowing how \$500."

Sawing Off the Branch on which They Are Sitting

It is pretty generally understood that word has gone out from Washington to railroad officials that a reduction is in order on the rates for heavy commodity freight. It is expected that the railroads will make the cut voluntarily and that it will come soon—perhaps within a month. Some of our good friends who hold railroad securities will protest violently against any cutting of rates, of course. But it must be remembered that the buying power of the dollar has materially increased since the rates were fixed a year ago. Based on what the dollar now buys the railroads are getting from fifteen to twenty per cent more for what they haul than they did when the rate was fixed. They could lop off that much at least and still be where they were last year, even if the cut did not increase their volume one iota. But it will. There are any number of lines where the freight differential throws business to a national or to a local manufacturer. The minute freight drops concerns doing a national business will feel its effects. This means long haul business for the railroads, and it should be remembered that the prosperity of American railroads has been built on long hauls.



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Our Plant is in operation day and night twelve months a year—constantly turning out work for firms all over the United States. That guarantees Delivery!

Our up-to-date labor-saving facilities and the efficiency of our management enable us to take advantage of every possible turn of the market and figure closely on materials. That guarantees a Fair Price!

Thus, we are right on Quality, Delivery and Price!

In addition, we offer you every possible help in obtaining catalogue compilers, advertising assistance, editors, copy writers and everything else necessary to the promotion, preparation, printing and mailing of your catalogue or publication.

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Successor to the Good Will, Printing Equipment and Organization of
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Catalogue and Publication Printers

ENGRAVERS

Telephone Wabash 3381
Local and Long Distance

ARTISTS

ELECTROTYPEERS

Polk and La Salle Streets,
CHICAGO

From Scratch to Leadership in 6 Years

When a concern in the musical instrument field can outdistance its long established rivals, and build up what is generally conceded to be one of the biggest piano player factories in the world within a few years, it is a safe bet that you will find something unusual in a sales way. At any rate one of our staff men thought it would be worth a look. It proved just so—a concern that had climbed to the top by literally taking the tradition of the piano business by the seat of the pants and hoisting them bodily out of the window.

WHEN the Gulbransen-Dickinson Company announced a nationally priced player-piano, the trade was amused. They said it was not possible. When they announced terms of strictly thirty days there was still more suppressed laughter in the trade, because the piano business was "different"—at least the trade thought so.

But when we review the progress of this concern who started from "scratch" and reached leadership in six years we are forced to admit that their policies—sensational as they appeared at first—must be right.

Every sales manager, who is fighting for business in any trade or industry that is marketing its products after the dictates of tradition, who is forced to put up with long credits, "trade-ins", sliding price scales, dealer apathy, and cut price competition, will be interested in this review of the policies the Gulbransen-Dickinson Company, who now make more player-pianos than any other manufacturer.

In sales policies, advertising, credits and its relations with dealer the Gulbransen people have blazed new trails in the piano industry. True, some of their plans are not new to industry in general, but when applied to their own business, they are new. Proving again that the best selling plans, the most potent advertising ideas, and trade winning policies often are adapted from an entirely different line.

The Sales Manager's Story

I asked T. J. Mercer, sales and advertising manager of this concern, to tell me briefly what he considered the big force behind the Gulbransen success.

Getting up from his desk, he walked over to a framed reproduction of the current advertisement appearing in many publications and pointed out a paragraph from the ad.

"Our salesmen, our advertising, and our whole sales effort is based on the theory that the average buyer does not want a player-piano. His neighbor has one—he is sick of it. To him, they are merely a mechanical substitute for real music. And we cannot blame him. His neighbor plays jazz, and blues almost exclusively, and even to the loudest jazz and the bluest blues he fails to do justice.

"We have endeavored to teach the public how to operate a player-piano correctly. How to get all the delicate shadings from the music just as a real artist would. Our idea is that a properly played instrument is our best salesman."

"The average salesman sells a piano and recommends a selection of the latest

jazz and blues. He shows the buyer how to place a roll in the instrument, operate the pedals, and to remove the roll when it has been played. That is all the instruction Mr. and Mrs. Buyer receive. It is only natural that they soon become tired of the piano-player and seldom use it. The rolls soon are out of date, and none of the better music being on hand the instrument falls into disuse.

"To offset this condition, we have carried on a carefully planned system of instruction for our own salesmen so that when once an instrument is sold there will be a definite understanding of the principles of the instrument which will enable the entire family to really play a player-piano so that it will be hard to distinguish it from hand playing."

With each instrument goes a set of instructions rolls so that every user will have an opportunity to get the most out of the instrument. These rolls tell in non-technical language and simple terms the best methods of player-piano operation and care. They re-sell the instrument every time they are used.

Putting the Business on a Cash Basis

These instruction rolls remind the writer that he has personally bought one or two safety razors, a cigarette roller, a duplicating machine and several other apparently simple devices which are never used simply because the instruction sheet got lost, or because it was too much trouble to "dope out" the involved language and the technical descriptions of the machine which were a part of the instruction sheet. Many a sale has been lost, many a dissatisfied customer has been created simply because the instruction sheets were not plain enough. The Gulbransen instruction roll idea should be carefully studied by every sales manager who is marketing any product which cannot be operated with some practice or instruction. Perhaps it will point the way to more easily understood instructions, more satisfied customers and fewer machines falling into disuse and disrepute.

When the Gulbransen Player-Piano was first put on the market there was no such thing as a nationally priced instrument. Player-pianos were sold to the dealer on long terms—at times eighteen months were allowed to elapse between shipment and payment. Piano manufacturers were bankers as well as manufacturers. Many pianos were shipped on consignment. Having no money tied up, many dealers, particularly the smaller dealers who sold pianos as a side line, made little effort to really push and sell pianos. If any one came in the store

and expressed a desire to buy and showed evidences of prosperity, the dealer would of course accept the order—but real selling effort was not the order of the day.

To change this, the Gulbransen people decided to sell their pianos on a strict thirty-day basis. They were then able to cut selling costs to a great extent. Instead of selling pianos and money they sold pianos. They left the money end of it to the dealer's banker. But they sold the dealer a proposition on which he could go to this banker and secure proper financing. Time and again, Gulbransen have gone to the dealer's banker and sold Mr. Money Bags the Gulbransen proposition to the extent of gaining his financial support for the dealer.

The usual mode of buying a piano other than a Gulbransen seems to be about like the following plans used by a friend of the writer. Look at a half dozen well known makes of pianos. Play one against the other until the price has been reduced at least a hundred dollars. In some cases more. Finally select the piano. Explain to the dealer that another dealer offers the same piano for fifty dollars less. He will usually meet the price. Then get the longest and best credit terms, and offer him fifty to one hundred dollars in spot cash. Nine times out of ten he will accept.

The Tuners Prove Good Boosters

Similar methods and tactics pursued by buyers all over the country have reduced many piano men to mere agents. They didn't own their stocks. Their contracts with manufacturers were such as to give the manufacturer "first money", and their profits were constantly diminishing from "trade ins", returned pianos and slow payments.

The Gulbransen people advertised a price, branded it into the back of the piano, and looked for dealers who believed thoroughly in one-price principles. They reinstated the confidence of the buyers in stable piano prices. Every advertisement, catalog and piece of literature carried the price of the three models.

This removed one big item of sales resistance. Instead of wasting half his time in convincing the prospect that the price was right the dealers and their salesmen used this time in hunting up new buyers.

The hundreds of piano tuners throughout the country often have a great influence in the sales of many pianos. The Gulbransen people wanted every piano tuner to know all about their product. So they advertised a series of "Shop Charts" showing in detail the construction of their player-pianos. The charts were ad-

KARDEX

Cards in Sight

THIS recognized leader of all card systems offers a better selling opportunity than any appliance, device, or material on the market. The KARDEX idea is now used in 52 types and sizes of equipment from \$9.50 Desk Units to \$20,000 batteries of Steel Cabinets.

Can be sold to more different prospects and will satisfy over 1500 different purposes, such as inventory, production, purchases, credits, payroll, personnel, budget control, sales and ledger accounts.

Many experienced salesmen from the office appliance field make big money with KARDEX. They like it because it brings a larger percentage of re-orders—requires no repair department or costly service expense—sells easily in dull times because it pays for itself.

Our men are making from \$60 to \$200 a week as steel cabinet salesmen. Our district managers earn from \$100 to \$400 a week. We are always on the lookout for men of district manager qualifications.

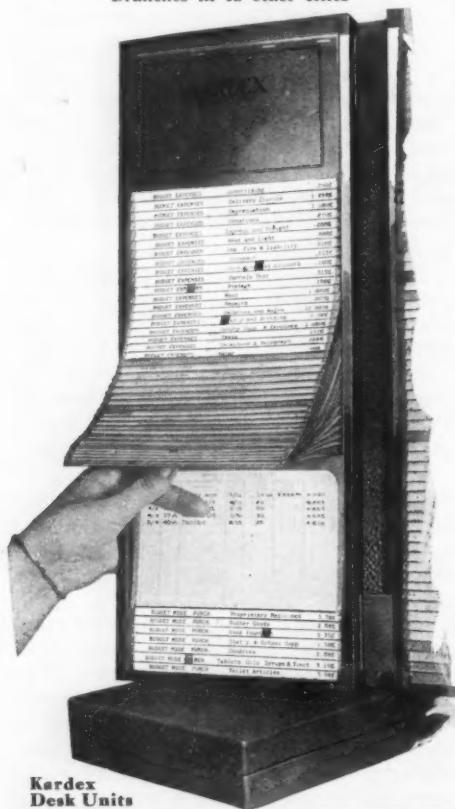
Our advertising every four weeks in the Saturday Evening Post is keeping up our man power and building background for a sales organization.

*Write us for literature and proposition.
State your qualifications.*

American Kardex Company
221 Kardex Bldg. Tonawanda, N. Y.

Visit displays at—

Kardex Bldg., 10 E. 44th St., New York City
233 Railway Exchange Bldg., Chicago
213 Tremont Bldg., Boston
461 Market St., San Francisco
60 Front St. W., Toronto
3 Holborn Viad't, London
10 Rue Notre Dame de Lorrete, Paris
Branches in 42 other cities



Kardex
Desk Units

Vertised in trade journals reaching the tuners. Gulbransen salesmen called on the tuners and talked about these charts. A questionnaire was mailed to all tuners, which when answered, would prove that the tuner knew the Gulbransen instrument thoroughly. When the questionnaire was graded and found correct by an official of the company—not a clerk—the tuner was presented with a numbered medal which showed that the owner had passed an examination and was qualified to repair, tune, or adjust any Gulbransen instrument.

This medal accomplished two things which have helped sales. It made friends of the piano tuners all over the country. Being proud of this public recognition of his ability by a great company the tuner loses no opportunity to show his medal and explain his working knowledge of the instrument. In so doing he is bound to add his recommendation of Gulbransen piano-players.

This plan could be used by hundreds of sales managers to gain friends for their instruments or machines. Suppose your line is vacuum cleaners, dishwashers, phonographs typewriters, or any other machine or instrument that must

be repaired, adjusted, or overhauled at times. What would it be worth to you to know that there is in almost every town, city or village a man who knows about your instrument, and who is proud enough of the fact to wear a medal, in the form of a watch fob or pocket piece which testifies to the fact that he is qualified to work on your machine?

Gulbransen salesmen must see their dealers at least once every sixty days. Many piano salesmen do not see their customers more than once or twice a year. No wonder their dealers lose interest and fall into haphazard selling methods. Every sixty days a Gulbransen representative is on hand to help close a sale with some unruly prospect, to instruct a new clerk, or help lay out a dealer's advertising program.

The Gulbransen plant is busy right now. True, it is not running at the break-neck speed of a year or so ago, but from the stream of workers leaving the plant on the afternoon I visited it, I judge that if every plant its size held employment for as many workers there would be no "employment problem" to be raved about by the agitators on the street corners.

Why "Vocational" Campaigns So Often Fail

In a recent analysis of the business received from banks The American Art Works finds that many of their very best salesmen—men who consistently produce a large volume of business turn in practically nothing from banks.

This condition is frequently found in all sales forces. Many sales managers who have tried the plan of vocational selling have found that the plan itself has much to commend it, but that it often goes on the rocks because the salesmen are not thoroughly sold on the idea.

The American Art Works also learned from their analysis of banks that some of their salesmen were concentrating on banks—one salesman turning in as much as 79% of his total business from banks alone in one month.

Knowing that banks were good prospects, prompt pay, and usually permanent customers this concern is devoting a major portion of their sales bulletins to bank sales. Talks by members of the sales force, the sales manager, and department managers tell why bank business is desirable—both for the salesman and the house. Detailed accounts of successful sales, facts about bank methods, and hints on selling talks that will appeal to banks form a large part of several recent issues of their bulletin.

Practically all failures of selling campaigns directed at particular lines or vocations may be attributed to a lack of proper preparation of the salesmen.

The Burroughs Adding Machine Company recently completed a very successful drive on garages. No stone was left unturned in thoroughly preparing the salesmen to talk convincingly to garage

owners. In addition to the preparatory work directed at the salesmen a vigorous effort was made to thoroughly sell the salesmen on the sales possibilities in this line, and in assuring them that garages were enjoying a good business. One method which proved convincing was the reproduction of clippings from newspapers from all over the country telling of the prosperous condition of the garage and automotive trades. These clippings were simply news items telling of big business, increase of sales, and general all round better conditions in this line.

A careful analysis of the orders coming in will often reveal the fact that one particular line seems to be buying more than others. When this condition arises sales managers have found that it pays to make a great hullabaloo over it. A drive, a special week, or a prize offer for sales made in this line often jerks the sales force out of a slump.

The Burroughs organization is planning other campaigns. Right now they are preparing a campaign on banks for October. "Preparation in September, Action in October" is the way they express it.

Business conditions, while improving rapidly in most every line, are likely to be spotty for some time to come. One industry will recover more rapidly than others. Sales managers who keep tab on conditions in various lines and plan drives on those lines which are most prosperous will find business responding more rapidly than when the salesmen are allowed to work haphazardly on whatever line they happen to think of.

Is business heartless and cruel?

*Why are six \$4,000 men cut off?
Why not one \$25,000 man instead?*

IN companies all over the United States pay-rolls are being scrutinized. And time after time this happens:

A two thousand dollar man, a three thousand dollar man and a four thousand dollar man will be eliminated—a saving of \$9,000. A larger saving could have been made by eliminating one \$10,000 man; but the \$10,000 man is kept.

Or six \$4,000 men go out; but the \$25,000 man remains.

WHAT is the explanation? Is business essentially cruel? Why should it visit its misfortunes on the many who are least able to bear it, instead of on the few who have prospered most?

The answer is two-fold. The \$10,000 and \$25,000 men are kept, first, because it would be difficult to replace them when business picks up again.

And second, because such men understand and can perform—in a pinch—the duties of all their departmental subordinates. But the departmental man knows his own department, and is useless anywhere else.

To lift men over the dead-line

THRU the center of every payroll a dead-line runs. Below it are the specialized men who can do one thing and one thing only.

Above it are managers, superintendents, treasurers, vice-presidents, and presidents. They know enough about the fundamentals of sales to direct salesmen; enough about costs, accounting, factory and office management, advertising and corporation finance to be effective in *any* one of these departments.

Such men are rare; no company can afford to spare them. For with them is a nucleus it can, at any time, fill in the departmental positions in its business, and expand its activities again. Without them it is lost.

It was to train men of this character that the Alexander Hamilton Institute was formed eleven years ago, by a

group of business leaders. Of the thousands of men who have enrolled for its Modern Business Course and Service, 24,054 are presidents; 5,738 vice-presidents; 4,583 treasurers; 8,932 secretaries; 19,502 managers; 4,276 sales managers.

These men have business worries, as all men do; but the worry of losing their jobs is not one of them. In good times or bad they *must be retained*; they are the real essentials.

The joy of succeeding while you are young

IF you have studied its advertising you have been impressed with the fact that the Alexander Hamilton Institute studiously avoids exaggerated claims. It cannot double men's incomes over night nor transform failures into successes in a month. But it *can* and *does* do this: It eliminates the years that too many men spend in going from one routine departmental job to another. It *does* shorten the path to success; and affords men the joy of succeeding while they are still young.

Hundreds of its men reached positions before thirty-five, which would ordinarily have come to them only at fifty or later—men like Charles E. Murnan, Vice-President of the United Drug Company; Roy W. Howard, Chairman of the Board of Directors,

Scripps-McRae Newspapers; Stanley L. Metcalf, President, Better Brushes, Inc.; Stephen B. Lambert, Financial Director of the Thomas A. Edison Industries; John G. Wood, President of the Midwest Engine Company. What the Institute has done for such men it *can and will do for you*.

"Forging Ahead in Business"

IN a single evening in your own home you can learn the full facts about the Modern Business Course and Service. They are published in a 120-page book, "Forging Ahead in Business." It is a valuable little book that should be in the library of every forward-looking man. And to men of serious purpose it is sent without obligation; send for your copy today.

Alexander Hamilton Institute
863 Astor Place, New York City

Send me "Forging Ahead in Business" which I may keep without obligation.



Name Print Here

Business Address

Business Position

Canadian Address, C. P. R. Building, Toronto; Australian Address, 8a Castlereagh Street, Sydney

Copyright 1921, Alexander Hamilton Institute

The Salesmen Who Call On Me

By R. M. Nicholson

Advertising Manager, Berger Manufacturing Co., Canton

One hot day last summer a "knock 'em down and drag 'em out" salesman breezed into Canton firmly decided to breeze out that same evening with an advertising contract in his pocket from the Berger folks. The upshot of the incident was a letter from Mr. Nicholson suggesting that we run some articles that would awaken sales managers to the importance of teaching salesmen what not to do as well as what to do. Not knowing anyone better qualified to write such an article than Mr. Nicholson himself, we persuaded him to do it—and here it is.

USUALLY men soliciting advertising are above the ordinary type of salesmen. Most of them are well educated men of refinement with a sense of fitness. However, there are some misfits and even the skilled solicitors make mistakes, some of which are minor and some serious—all are to some extent harmful to their cause.

Quite frequently publication representatives make the remark, "We don't say anything about our competitors. That's below our standard," then proceed to knock in the most artistic manner. Sometimes they explain a bit by saying, "But in justice to you I feel it my duty to tell you that, etc., etc."

Personally I don't like these excuses or bluffs. If a fellow feels like taking a rap at the other fellow let him go ahead in a real he-manner. The buyer is going to hear the other side of the case anyway. He knows the solicitor is biased and that there is another angle. If I ask a man to make a comparison between his publication and his competitor's I want the best analysis he can make. Let him say all he can for himself and all he can against the competitor and do it without beating around the bush. He will have to stand up against the same sort of analysis made by the other fellow, so he cannot afford to hedge.

Clean Fighters Always Welcome

When in response to a direct invitation to compare the salesman declines, I usually believe he does not know his competitor as he should.

A good, clean attack on competition is not objectionable to the buyer. It is a help. The salesman should know every weak point of his opposition. Naturally he is expected to know his own strong points. Now if a careful buyer listens to both sides and gets the whole story he has all the good and all the bad of each and is in a position to pass judgment.

Don't misunderstand me, however. No buyer appreciates under-handed knocking, lies, half-truths, innuendoes and all that. Very few advertising solicitors resort to such methods. They fight clean. Now a few solicitors are so ethical they are not interesting; they are over-refined, all the temper is gone from their solicitation. They are nice fellows but do not get far.

There is one type of solicitor that experienced buyers have little use for. He is the fellow who uses as his chief argument the fact the someone else has

bought from him, usually a competitor. He tries to scare you into his medium. Most advertising men keep pretty well posted on what their competitors are doing as that is valuable information, but it is not a good lever for a salesman to use. It savors too much of a threat.

A real solicitor gets that information to the buyer incidentally. Perhaps never says a word but lets the buyer page through a representative copy carrying competitive advertisements. It isn't necessary to say anything because there is no advertisement which a buyer will see quicker than that of one of his competitors. It is rather insulting, however, to have the salesman argue that you should follow in the footsteps of someone else. It looks as though he rated the other fellow as a leader and you as a follower.

Most advertising salesmen are true sports. They like to win but they can lose gracefully too. However, there are some exceptions. Once there was a salesman who got himself in very strong with an extensive user of space. He built up confidence in himself to such an extent that his statements were accepted practically without question. For several years he got splendid contracts but there came a year when it seemed necessary to omit the publication from the list. The advertising manager really did not like to cut the paper off but other mediums were more necessary and the appropriation was limited. Even at that there was a chance that this particular paper might be reinstated.

The Salesmen I Like Best

However, instead of the salesman coming forward with the best argument he could possibly make why his paper should be retained, he wrote a sarcastic letter to the effect that the fates were kind to him and he had just landed a competitive concern for double pages and that they would now reap the harvest which the old advertiser in his colossal ignorance was passing by.

He was a poor loser and made a blunder which made it impossible to reinstate himself in the confidence of the advertiser. We are all more or less human whether we admit it or not and we are all more or less influenced by our confidence in the solicitor representing a publication. So a salesman should be mighty careful not to do anything to lessen confidence in him.

There is one salesman whom I consider a gem. He is perfectly natural;

doesn't try to flatter, smokes if he feels like it, swears if the spirit moves him and acts like he belonged. So many salesmen are not themselves—they are too nice. After you get acquainted that wears off but it is a handicap at first. The average buyer who has been on the job for any length of time does not care for a lot of bunk about himself. The fellow who neither pretends to look up to you or tries to look down at you is a sort of comfortable person to listen to and usually gets enough time to put his story over. Furthermore, he usually knows when his time is up—that's a good point in his favor for the next visit.

One time a salesman called on an advertiser with a proposition which simply did not fit. He was told so continuously but kept coming back and arguing. He was persistent all right but his persistency was misdirected. Finally the advertiser did not feel he was called upon to listen to the harangue again and dismissed the solicitor. The latter apparently did not want to report the facts and wrote his house to send on certain exhibits for the advertiser's consideration.

The Interview Was Well Staged

The advertiser had had enough and wrote the house that the exhibits were of no interest, had been sent without invitation and were held for the seller's disposal. The solicitor, of course, got a copy of the letter and proceeded to write a personal letter to the advertising manager threatening all kinds of calamity. There will be no use for that particular salesman to call again on any proposition. He hurt himself and he hurt his concern.

Then there is the scientifically trained salesman. Ouch! He rises at the set time, answers no questions until he comes to the proper point in his speech, passes the order blank and pen to you on schedule, etc. If you do manage to interrupt him he is gone. It is hard for him to find the place. I wonder if any of them ever made a success.

Some salesmen are mighty helpful and others just pretend to help. One time a very impressively bound analysis was presented personally. The presentation was very carefully staged. Two or three men representing the publisher were present, and the impression conveyed was that a great deal of work had been done in preparing a comprehensive mar-

ket analysis for the manufacturer's particular product.

It happened that the manufacturer had just completed a survey which took several months of the time and effort of several men, and the results of this research were to be used as a basis for the formulation of an extensive advertising campaign. Naturally the advertiser was glad of the opportunity to check one research against the other, therefore, gave careful attention to the reading of the publisher's findings.

It soon became evident, however, that this analysis merely stated a few self-evident facts, and then branched off into a solicitation for the advertising section of the publisher's magazine. As a solicitation it was all right but when presented as an analysis it was terribly weak. The advertiser was so much disappointed with that part of it that he attached little weight to the solicitation. The most impressive part of the whole report was the cover, which was hand-lettered leather.

One of the best solicitations I have listened to was made by a newspaper man. He started off like this, "We have the second best buy for you in our city. You are using the best." That wasn't bunk or flattery. It was just a statement of fact which he knew and we knew. So why not be frank about it? It indicated right away that he knew what our requirements were and, therefore, his talk carried some weight. We believed him. He presented good, logical reasons why his paper should be taken on next. Solicitors from the other papers have called, all claiming that they were the best and that we are all wrong in our choice. This fellow made himself stick out by sticking to the facts and admitting he was not the first choice.

The Beggar Salesman

The beggar salesman is about the worst. He feels that you are not fair because you use another paper and not his. If he cannot get you to change he would like to get you to split the appropriation. Perhaps you are just using enough to get by and to cut it more would kill the campaign entirely. This sort of fellow is willing to kill it in the other paper and kill it in his own just to get a little piece of the money. He doesn't care whether it pays or not. He would rather have you fail in two papers than to have you make a success in one. Such a man is hardly entitled to be called a salesman.

I have noticed that many of the best advertising solicitors are men who have had previous experience as advertising managers. They usually have ideas and often can offer a new angle for copy or illustration. They are interested in helping to make your advertising better, and will use their ingenuity and brains to render some real help. Of course, they expect to get the business for their paper but that's all right. Why shouldn't they? As a rule an advertising manager won't accept their help unless he is willing to reciprocate.



Multiplex No. 3 equipped with 26 wings carrying full set of U. S. state maps

Your Entire Sales Territory An Open Book

In these days of intensive selling, the successful sales executive must *know* his territory—*visualize* it—*follow* every salesman's move and *plan* every campaign along intelligent, definite and economical lines.

MULTIPLEX Map Fixtures—mounted with Rand-McNally or other maps—provide the modern method of placing your entire territory conveniently before you—on a direct level with your eyes. With the MULTIPLEX System you can *instantly* analyze buying trends—check salesmen's calls—route men and merchandise—keep tab on dealers—cut traveling expenses—see which territories to push—which to drop—compare territories and states—or use it in any other way your business calls for.

MULTIPLEX maps are washable and interchangeable. Furnished in all sizes in desk, wall or floor types to suit every business need. Write for booklet.

MULTIPLEX DISPLAY FIXTURE COMPANY

Cincinnati, 1514 First National Bank Bldg.
New York . . . 508 Knickerbocker Bldg.
St. Louis 925 N. 10th Street
Chicago 1733 Republic Building
San Francisco 340 Pacific Building



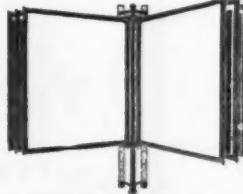
Floor Multiplex
No. 11



Wall Cabinet
Multiplex



Wall Pivot
Multiplex



Large Wing Wall Pivot
Multiplex

Multiplex

MAP FIXTURES

THE FOURTH ANNUAL INTERNATIONAL
CONVENTION *and* EXPOSITION
OF THE

*Direct-Mail
Advertising Association*

SPRINGFIELD, MASS.
October 25, 26, 27, 1921

What it will do for you—

THIS convention will bring together the users and the creators of an important element of sales promotion—Direct Advertising. The program promises “brass tack” fact discussions, dealing with the merchandising problems confronting the manufacturers and merchants today—every phase of direct advertising, house organs and better letters will be covered.

It will be an education, the “open sesame” to knowledge it would take years to acquire otherwise. It will afford opportunities for meeting with the leading minds in the advertising field, for the interchange and comparison of knowledge and ideas.

Come and gain, not merely theories and conjectures, but real honest-to-goodness facts from actual experience of others who have used direct advertising and are using it with profitable results.

*Educational exhibits by the leading printers,
papermakers, direct-mail specialists and allied
industries. For full information write the Spring-
field Publicity Club, Box 1061, Springfield, Mass.*

THE CARGILL COMPANY
Complete Printing Service
GRAND RAPIDS, MICHIGAN

Personal Items about Sales Managers

J. D. RAMSEY, sales manager of the Northern Casket Company at Fond du lac, Wis., has been made manager of the Mountain Casket Company at Denver, Colorado.

F. HANSEN, who has been associated with the C. F. Mueller Macaroni Company, Jersey City, N. J., for fourteen years, and previously with the Washburn-Crosby Company, has resigned to become general manager of the Warner Macaroni Company, Inc., of Syracuse, N. Y.

Runkel Brothers, Inc., New York, have appointed A. C. MONAGLE sales manager. Mr. Monagle was for several years in charge of the sales department of the Franco-American Food Company.

R. C. BLACK, formerly assistant to sales manager, C. F. HEALY of the Carnation Milk Products Company, Chicago, has been promoted to the charge of the sales department in their New York office.

WILLIAM E. FARRELL has resigned as general sales manager of the Private Estate Coffee Company, New York City, after serving them for a period of twelve years. Mr. Farnell is taking an extended vacation and is not ready to announce his plans.

FRANK W. MAAS, formerly advertising manager for Power Farming, St. Joseph, Michigan, has been made sales manager for The Adams Seed Company, Decorah, Iowa.

The Noiseless Typewriter Company, New York, has appointed MAJOR A. F. HEBARD vice-president. Mr. Hebard recently resigned as vice president and general manager of the Savage Arms Corporation, New York.

C. E. WHITE, for a number of years sales manager of the Sterling Manufacturing Company, Cleveland, makers of automotive and electrical supplies, has been made sales manager of the Fulton Company, Knoxville, Tenn., manufacturers of mechanical specialties.

After two years experience selling Corona typewriters in Sweden and a year studying American selling methods, HALVAR A. BERGGREN has been selected to represent the Corona Typewriter Company abroad as European sales director.

JOHN S. HOUGH of the sales force of Holcomb and Hoke Manufacturing Company, Indianapolis, has been appointed sales instructor to fill the vacancy caused by the appointment of J. M. PEARSON to sales manager as announced in the last issue of "Sales Management". Mr. Hough has had several years experience with this company in hiring and training men in the field.

*This New Building, Erected, Occupied and Owned
by Buckley, Dement & Co., Direct Mail Specialists*

*Our Highly Organized Methods and Equipment
Are an Asset for Any Progressive Advertiser*



You Want Business— NOW!

Well, then—the way to get it is to go after it!

We can help you in devising an economical selling plan—direct by mail—to develop orders and inquiries—pave the way for your salesmen, blanket the field regularly and persistently.

It may be a series of sales letters—a weekly or monthly Dealer Bulletin—a house magazine—broadside or folder. What you need to get the business will be carefully determined by an analysis, and you will be given sound advice by an able staff of counsellors—backed by a complete service—from the "Idea to the Mail Sack."

The financial standing of a firm is usually a key to the stability of its organization. Look up our rating in Dun or Bradstreet—it will stand the stability test—then write us.

Buckley, Dement & Co. Mail Advertising Service

Selling Campaigns Planned, Printed; Guaranteed Mailing
Lists Compiled; Addressing and Mailing; Form Letters

**1308 Jackson Boulevard
CHICAGO, ILL.**

Telephone Monroe 6100

MICHAEL GREENBERG, formerly sales manager for M. L. Oberndorf & Company, Chicago, is now sales manager of The Superior Tailoring Company, Cincinnati.

E. J. WITT, assistant sales manager and assistant to the president of Heath & Milligan Manufacturing Company, paint and color makers, Chicago, has resigned to become assistant to general sales manager, L. D. WILLIAMS, Benjamin Moore & Company, Chicago, also paint manufacturers.

H. M. ROBERTS has resigned as sales manager of the Sealy Mattress Company, Sugar Land, Texas, but has not announced his plans for the future.

MAX E. LOEB, after serving the Elias & Lowenstein Company of Cincinnati, for eight years, has resigned as general and sales manager to organize the Loeb Textile Company of which he is president and general manager. The Loeb Textile Company manufactures Lotex garments, and is located in Cincinnati.

H. S. BEECHER who has been sales and advertising manager for the Gillette Safety Razor Company of Canada, Limited, for four years, has accepted a similar position for Alfred Decker & Cohn in Montreal, under the name of Society Brand Clothes, Limited.

E. J. STEVENS has resigned as sales manager of the Electric Supply & Equipment Company, Scranton, Pa., to become part owner of the firm of Bunnell-Stevens Company, Inc., Binghampton, N. Y., wholesalers in the electrical supply field.

ARTHUR J. PENCE, formerly sales manager of the Copper-Clad Malleable Range Company, St. Louis, and at one time sales manager for the Rock Island Stove Company, Rock Island, Ill., has taken charge of the Louisville, Ky., branch of The Williams Radiator Company of St. Louis, specializing in the sale of Clow "Gasteam" radiators.

R. E. GRAHAM, at one time manager of the linseed oil department of The Sherwin-Williams Company, Cleveland, Ohio; manager of the Philadelphia office of E. R. Smead & Company, and until recently general manager of Gaston, Williams & Wigmore, exporters, New York, has been appointed general sales manager of the Newark Shoe Company, Baltimore.

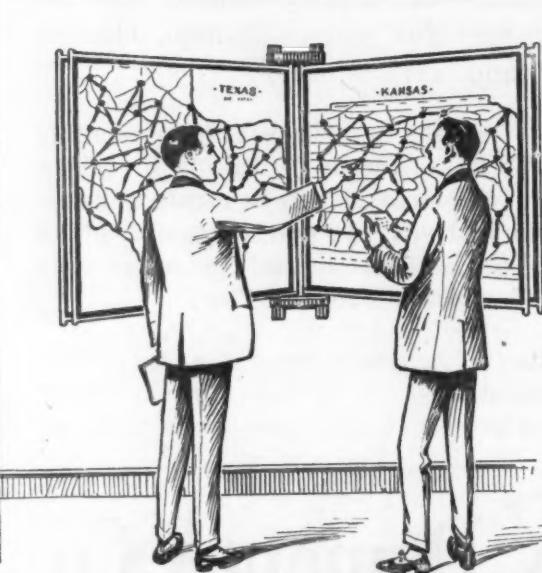
The DeVry Corporation, Chicago, manufacturers of portable motion picture projection machines, announces the appointment of **HOMER V. WINN** as director of sales, succeeding **A. E. GUNDELACH**, recently resigned. Mr. Winn, for some years, has been advertising and sales promotion manager for the DeVry Corporation, and this position has been filled by **ROMAIN J. WAYMEL**, Mr. Winn's assistant.

A. E. GUNDELACH, formerly director of sales for the DeVry Corporation, Chicago, is now director of distribution for the Atlas Educational Film Company, Chicago.

E. F. CHAMBLESS, formerly sales manager for the Continental Candy Corporation, Chicago, has become sales manager for the A. G. Morse Company, Chicago, confectioners.

Office Appliance Elections

At the annual meeting of the National Association of Office Appliance Manufacturers held in Atlantic City early in September, **C. K. WOODBRIDGE**, sales manager of The Dictaphone, New York City, was elected president; **M. S. EYLAR**, vice president of Elliott Fisher Company, New York City, vice president; **A. N. SMITH**, general manager of Wales Adding Machine Company, Wilkes-Barre, Pa., secretary-treasurer. These officers, together with the following, complete the board of directors: **R. N. FELLOWS**, advertising manager, The Addressograph Company, Chicago; **WALTER C. SHOUP**, president, Autographic Register Co., Hoboken, N. J.; and **G. W. LEE**, general sales manager, Todd Protectograph Company, Rochester, N. Y. The association is made up of manufacturers who distribute direct to user and membership is held by a home office sales executive.



Keep Your Entire Department at Your Finger Tips on the

leaves of the **UNIVERSAL DISPLAYORS**. No longer are you compelled to hunt through files, cabinets, record boxes and the like for pertinent information. Keep it right at hand—on the leaves of the **UNIVERSAL DISPLAYOR**—and there's a size and style for every purpose for visualizing.

Maps Graphs Charts Sales Centers Markets
Salesmen's Records Territories Comparative Sales

Are Your Men Hitting The High Spots?

or are your men doing that intensive digging that is so necessary to keep sales up to the proper notch. The **UNIVERSAL DISPLAYORS** furnished with Rand-McNally or National Maps enables sales managers and executives to immediately visualize markets, watch sales territories, keep laggard salesmen hustling and see that salesmen keep digging for orders, instead of skimming over undeveloped territory.

Tell Your Secretary to Write for Circular 28C—No Obligation



UNIVERSAL FIXTURE CORPORATION
133 West 23rd Street, New York



The Fourth Annual International Convention *and* Exposition *of the* Direct-Mail Advertising Association

which will be held this year in Springfield, Massachusetts, October 25th, 26th, and 27th, is the official annual meeting of the International Direct-Mail Advertising Association, an organization of the largest and most important buyers and users of direct-mail advertising in the world, and is an accredited department of the Associated Advertising Clubs of the World.

The first Convention of this Association was held at Hotel Sherman, Chicago, in 1918—the following year, double in size of attendance, it convened at the Hotel Winton, Cleveland. Last year, again showing a remarkable increase in attendance and interest, the Convention was held at the Bureau of Commerce, in Detroit.

This year with every promise of a stupendous success, it will be in Springfield, Massachusetts, right in the heart of the paper-making industry and New England's diversified manufactories.

Educational Exhibits by the leading printers, papermakers, direct-mail specialists and allied industries. For full information, write the Springfield Publicity Club, Box 1061, Springfield, Massachusetts

THE UNITED STATES PRINTING & LITHOGRAPH CO.
85 to 101 North Third Street, Brooklyn, N. Y.





Trade-Mark and Good-Will Protection

Subscribers are invited to submit problems relating to registration of trade mark, label infringements, etc. If possible, they will be answered in a forthcoming issue. Address: Trade Mark Department, Sales Management Magazine, 1801 Leland Ave., Chicago.

We Want to Send Complimentary This Plan of Ours

During the last seven years The Dartnell Corporation has helped over 3,000 different concerns to increase their sales. So far as we know, no other organization has had such an opportunity as has been offered us to study at close range the fundamentals of merchandising success.

We have boiled down into a few typewritten pages our knowledge of the factors that enter in the success of a manufacturer who sells through the hardware jobber. We give facts which we have uncovered regarding the cost of selling through the jobber and selling direct. And above all we make certain specific recommendations which if carried through will increase the sales of any manufacturer using this channel of distribution.

The plan, we might say frankly, involves the use of advertising space in the Dartnell magazine for hardware jobber's salesmen. But more than anything else it will show you how you can increase your sales from 10 to 100 per cent. and save \$2,000 to boot.

The plan will be sent without cost or obligation to any manufacturer who writes to us on his business stationery, and whose problem is to get the jobber to sell his line instead of merely taking such orders as come his way.

The Dartnell Corporation

Dartnell Building

1801 Leland Avenue, CHICAGO

SALES MANAGEMENT

Isolation of "Beech-Nut", a Triumph for Recognized Good-Will

Winchester, Va.—Will you please inform me why the decision favorable to the Beech-Nut Packing Company, lately rendered at Washington has been hailed as a vindication for established and recognized good-will in business?—F. & H.

The success of the Beech-Nut Packing Company in its spirited fight to prevent the appropriation of the name "Beech-Nut" by the Beechnut Cereal Company is acclaimed by believers in the sanctity of good-will because it expands or extends in one important respect the doctrine of good-will protection. From time out of mind it has been possible for the house whose good-will was expressed in a trade name, firm name, or corporate name to call a halt on any competitor or operator in the same line of business who sought to borrow the name for trade-mark purposes. The current Beech-Nut case, following the equally significant "Simplex" case, broadens the rule by pronouncement that not even a trader in a different line of business or handling goods of different descriptive properties may poach on a name that the originator or pioneer used has made eloquent of valuable good-will.

Good-will Value May Figure in Personal or Corporate Income Tax

St. Louis, Mo.—Is there any influence upon the amount of Federal taxes that must be paid upon personal or corporate income, if the taxpayer has the benefit of such valuation as the law will allow for the value of the good-will of his business?—M. C. Co.

As was stated in response to a somewhat similar inquiry in this department in the August number of "Sales Management" Magazine it is the excess-profits tax that, being predicated upon "capital invested", is most directly responsive to good-will valuation. However, we are informed by the experts at the U. S. Bureau of Internal Revenue that there are certain circumstances under which credit may be claimed in personal or corporate income tax bookkeeping for the equation of good-will. Only, instead of the earnings of good-will which figure in the computation of excess profits it is the depreciation or obsolescence of good-will that may be a factor in figuring income tax. The illustration cited to us at Washington is the case of a firm or individual that has purchased the good-will that is bound up in a patent which has but seventeen years or less to run or has put money into the good-will of a business that is foreordained to yield returns for only a comparatively brief, preterminable span of years. Under such circumstances the investor in good-will is entitled to recover his investment within his period

of grace and a proportionate yearly allowance for lapse of good-will is a consistent deduction when computing income tax.

New Tariff Act Does Not Keep Out Fraudulent Trade-Marked Goods

Salt Lake City, Utah.—Can you ascertain through your Washington bureau whether the new Tariff Act which has been approved by the U. S. House of Representatives provides the new safeguards that have been sought for the protection of the good-will of U. S. firms?—P. O'C.

Our interrogator refers presumably to the provisions which it was sought to have incorporated in the tariff act, designed to debar from entry into the United States goods of foreign origin bearing the registered trade-mark of any American firm or a counterfeit of such mark. The House of Representatives did not accede to the request to stiffen the tariff law in this respect. Furthermore, the requirement for "country of origin" marking on all imported goods is worded almost precisely as were the sections of the Tariff Acts of 1909 and 1913, respectively, that are designed to compel imported goods to show their nationality. In the case of cutlery, however, the Fordney Act, in an attempt to put an end to evasions, notably by German cutlery houses, makes more rigorous requirements for marks embodying the name of the manufacturer and the place of manufacture. No latitude would be allowed in this marking under the new bill. The inscriptions must be die sunk on each and every blade, or other designated position, not capable of being severed or obscured.

Reaching the Fountain-head of Good-Will

Canton, Ohio.—A company which will shortly enter the national field will manufacture a mechanical specialty which will, of necessity, command a good price and which is likely to depend for its success upon the ability of the maker to establish direct contact with all consumers for the sake of locating difficulties, giving needed instructions as to operations, etc. We have devised an indelible trade-mark that will, I believe, carry through to ultimate consumers. Is there anything else that we could do to cultivate and conserve good-will at the source?—L. F.

To establish contact with ultimate consumers over the heads of retail dealers or distributors, without affronting the latter, is recognized as a delicate responsibility. Various solutions have been attempted. Some firms have undertaken to keep in touch with ultimate consumers by supplying repair parts direct or by announcement that requests for adjustments, replacements, etc., should be made to the manufacturers direct. Perhaps the most effective plan, where it is susceptible of utilization, is that followed by

firms, such as Indestructo Trunk Makers, that maintain a registry system covering all products. By this plan each unit of sale is given a distinctive number for purposes of identification and, with the transmission by the retail dealer of the identity of the customers to whom the successive individual numbers have been assigned, the factory has a complete record of users and the character of their purchases.

Distinctive Display of Name No Alibi

Troy, N. Y.—We have made all plans to use an appropriate trade-mark but find that the word is part of the corporate name of a concern in a kindred line of business. As we understand it, however, we may proceed with our campaign, if we write or print the name in a unique or distinctive manner.—T. J. R.

That a name peculiarly displayed "had its fingers crossed," so to speak, was formerly the supposition of most custodians of industrial property. But the courts upset the tradition by the memorable finding in the contest between the Ford Motor Company and the Mansfield Tire Rubber Co. According to that ruling, it makes no difference how a name is printed if its use encroaches upon the good-will of an earlier user who has made that name the pivot of his firm name or corporate title.

Sales Manuals May Be Trade-marked

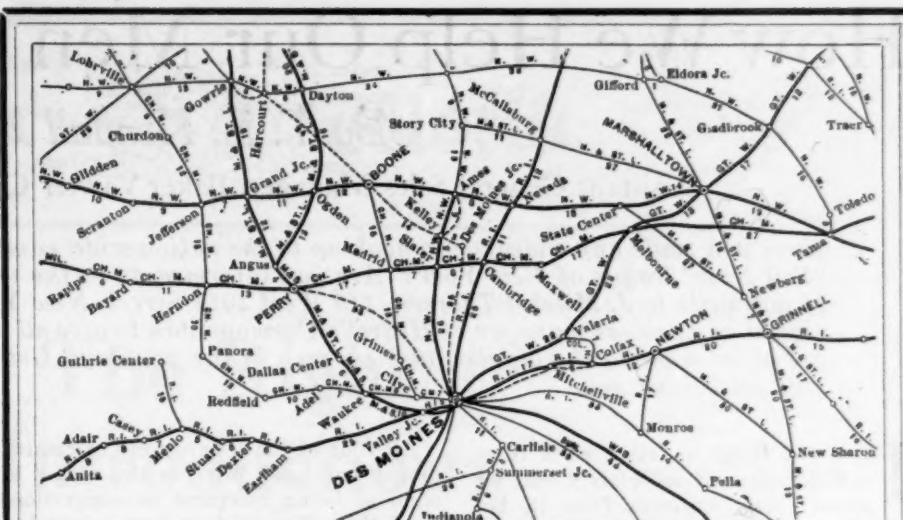
Dunkirk, N. Y.—Is it practicable to secure protection, via trade-mark registration at Washington, for sales manuals such as are published by a selling agency for the instruction of traveling salesmen, retail clerks, etc.?—D. L. T.

Yes, it is entirely feasible, if the design adopted as a trade-mark symbol meets the qualifications requisite to all trade-marks. Numerous registrations have been made not only for sales manuals but likewise for manuals of instruction such as are issued by many sellers to demonstrators, and to ultimate consumers. There is an impression in some quarters that trade-mark registration for a "publication" is contingent upon the catalog, house organ, or other publication being issued at regular or stated intervals. This is not the case. Issuance intermittently or at irregular intervals is sufficient basis on which to claim trademark protection. Nor does it disqualify that manuals are not sold but are distributed free. The same principle applies here as in the case of house organs. The expectation of the sales interest to receive benefit from its manuals passes in lieu of a "valuable consideration."

The Parker Pen Company of Janesville, Wis., has appointed W. F. PILCHER eastern sales manager, with offices in the Singer Building, New York. Mr. Pilcher succeeds STEWART S. FISH.



SALES MANAGEMENT



Showing Partial Reduced Section of Iowa Map

The Home Market

In 1910 the total net income of the people of the United States was about thirty billion dollars; in 1919 it was sixty-eight billion, an average of \$645 for every man, woman, or child. Six billions were spent last year in autos and their upkeep, one billion for "canned music" machines and their records. There were 14,000,000 more consumers in 1920 than in 1910, each of whom eat and wear clothes. Extract from September American Magazine.

Are You Getting Your Share?

Blum's Sales Managers' Atlas

will assist you. It records the growth of each town, so you can judge its outlet capacity and plan your sales campaigns to the best advantage.

You can direct your routing and pioneer work with a minimum of effort and expense.

Your entire sales territory and results are before you as an open book.

Price Complete: Linen Paper, \$20.00. Lacquered Surface Paper, \$40.40.
The LACQUER permits marking in any color and erasing without injuring the surface of paper. It eliminates the expense and space requirement of a pin cabinet

ASK FOR CATALOG F

BLUM MAP COMPANY

Commercial Map Specialists

7 West 29th Street, New York City

Purchase a pocket edition of our Individual State Maps from your local stationer. Price 25c each.

Direct Mail Advertising

reduces cost of selling. POSTAGE MAGAZINE—published monthly—tells how to write Sales-Producing Letters, Circulars, Booklets, House Magazines. Send \$2.00 for 12 months subscription.

POSTAGE, 18 East 18th St., New York.

Letters to Salesmen

Send your salesmen my stimulating weekly letters. One month's trial service, \$1.00. House Organ and Sales Bulletin Contributions furnished at a moderate charge.

JOHN J. LUTGE

Sales and Advertising Counselor

405 Lexington Ave., New York City

"The Right MAP For Every Purpose"

We are not map publishers favoring the sale of certain map publications. Our experience, however, enables us to recommend and furnish the "Right Map for every purpose." Three essential questions we should know about your map requirements are

—*for what particular purpose—size limitations
—how you wish to use them*

Then we have the map. If there is a particular kind of map you want ask us about it.

WERTSNER & WILD, 316 S. Franklin Street, Chicago, Illinois

Handy Expense Books

For Traveling Salesmen
Save time and trouble for salesmen and book-keeper because they eliminate all carrying forward and reduce the possibility of error.

For weekly accounts
100—\$ 3.00 charge paid
500—13.75 f. o. b. Richmond
1000—25.00 "

Sample Free.
GARRETT & MASSIE, Inc., Publishers
P. O. Box 1887-D, Richmond, Va.

How We Help Our Men to "Sell Now"

By T. E. Kendall

Assistant General Sales Manager, Baker Vawter Co., Benton Harbor

*Have you made any endeavor to hook up to the nation-wide campaign now under way by the "Sell Now" league of New York? Are you informed as to the work that this league is doing? If not write to J. Mitchel Thorsen, 119 West 40th Street, New York. Mr. Thorsen recently resigned as business manager of Hearst's *Cosmopolitan* to give all his time to this work. With him are allied some of the biggest business men in the country. Get behind the movement and it will get behind you.*

IT is one thing to tell a sales force individually and collectively that we expect more business from it, but quite another thing to get the men to respond by hitting the ball and producing the results which are desired and expected. It was with this thought in mind that we recently held a meeting of sales executives of our organization for the purpose of laying out our "How to Sell" plan.

Hard boiled letters from Sales Managers insisting that salesmen make more calls, study their lines and work harder than ever are fine instructions if the men really know how to do these things. I am quite sure that many wise sales organizations are giving thought to this same subject and have really put in effect some plan of actually developing their men to cope with what we have come to term "present conditions" and "sales resistance."

I believe that salesmen generally are pretty well convinced of all of the things that have been said of them and their salesmanship, now that it has been told to them so often. I believe their reduced income, particularly of those men who are working on a commission basis, has tended naturally to increase their industry. In fact, I believe our own salesmen today are making more calls per day than ever before. But how effectively a man works is best displayed in his reported sales. We must admit that a lot of men are in the condition of either never having known how to sell or having forgotten how. Yet I believe that most men who intend to stay in the game are willing and anxious to learn how.

This is the plan which came out of the conference which I mention:

A series of "How to Sell" letters was written and published on illustrated letterheads furnished by outside sources.

There were four of these letters.

The first one was written on the theory that many salesmen feel like the man who is quoted in the letter, who says: "Why doesn't someone tell me HOW TO SELL in a manner that I can usefully adapt in my work? I know there are men who are making quota. How do they do it? I want something more than selling theory. What are their methods? I'm not so foolish that I'd not use their dope if I could get a line on it."

The other three letters give a few points on "How to Sell" as reported by an actual observer of successful men in the field.

All four of the letters were calculated to get our sales force in the frame of mind of being receptive to suggestions from this office on how they might improve their salesmanship.

A desire to satisfy that need promoted us to write a letter to 45 Baker-Vawter men who are selling and keeping within sight of or ahead of Quota. We asked them to tell us how they were doing it in the form of a story which might be published for the benefit of all other Baker-Vawter men.

We must have struck a keynote in the minds of the men. We were dumbfounded almost, to receive a 100% return on our letter requesting the men to send in these articles.

If you have read the Baker-Vawter Journal, June issue, perhaps you will agree with us that the men who contributed its articles said many mouths-full about how to sell. The gratifying thing to us about their articles, is that most of them followed the suggestions given in our letters for writing an article, including in it the actual means by which their sales were closed.

One of the things we particularly notice about our sales force today is their willingness to co-operate. In times gone by, a letter such as that to which we received a 100% reply, might have been passed up un replied to by 50% or more of the men in the past couple of years, insisting on their replying to letters and requests from this office, or whether it is due to an appreciation of our good intentions in their behalf. At any rate we get almost anything we ask for now, from a salesman, except sales in some instances. We are pretty well convinced, too, that they would give us the sales volume we require of them if they knew better "How to Sell."

Another factor in our favor in this "How to Sell" campaign, is that the new Baker-Vawter sales manual is ready. It is loose-leaf in form, size 11x8½, put up in a beautiful flexible full leather binder marked in gold with leather index tabs. The pages in it are attractively printed in double column on two sides of a buff paper stock. In this sales manual is concentrated the best thoughts and practices regarding Baker-Vawter selling methods.

We are carrying our help on "How to Sell" out into the field, too. One of our general sales department executives with years of Baker-Vawter selling experience is holding group conventions of salesmen

at their district headquarters. His well arranged programs and his well thought out contributions to the men's fund of selling ideas are receiving a hearty welcome from our salesmen and district managers.

Every man in our sales promotion department who is directly connected with our sales work and has contact with the field, is out of the office, now, at least half of the time, helping the men to learn "How to Sell" by making cold canvass calls on prospects with them. It is harder but much more effective, to SHOW a man HOW TO SELL than to TELL him how. And our current sales contests are being definitely connected with this educational program. The contests are the exams.

Our district managers in the field are coming in for their share of attention in this effort to build and maintain a producing selling organization, by our close study of their management problems and the offering of any kind of constructive advice and help we can provide. They realize that their jobs mean more today than their being merely glorified salesmen who "have arrived."

They know that Baker-Vawter is looking to them for the sales totals we must have from the individuals under them; that it is their job to develop their men's selling capabilities as well as welding them into a strong selling-unit, inspired by a common cause and guided by a common plan and objective. More and more of this responsibility for improvement and growth is being transferred to the shoulders of those field executives who are strong enough to carry the load and dispose of it most effectively.

We are building our selling force along lines which we believe will best fit it for handling the problems of selling that will develop in the near future. In the past eight months we have increased our sales force 10%. Naturally our sales have not increased correspondingly. It takes a long time for new recruits to develop into the kind of representatives we can entrust with rendering a high grade of service salesmanship. But by the time buying becomes more general again, and right now selling tactics become even more productive of sales than now, those new men will be ready.

As the possibilities for bigger business open up, competition will likewise increase, at least in the number of those competing.

The Right Introduction

Come to New York with the right introduction.

Start right and the world's greatest market is yours.

This is literally true.

The product must be right. A repeater. In the right package. At the right price.

The merchandising must be adequate.

The advertising must be adequate.

Ask us to define "adequate." Let us show you how much less of World Plan Merchandising than of unguided selling or wrong introduction is "adequate."

Two-thirds of New York's merchants are regular World readers.

They know that The World introduces adequate advertisers only.

The New York World's "Introduction to the Dealer" is the right introduction.

Ask us about New York.

Advertise in Newspapers by the Year.

The New York World's Merchandising Department

Maller's Bldg., Chicago Pulitzer Bldg., New York Ford Bldg., Detroit

The Evening World

A Rare Combination— —I am told

BORN in Ireland and educated at Edinburgh and Oxford, I ought to understand something of the British point of view. This in itself would be of small interest perhaps to a vigorous American organization seeking the services of

A European Director

But when you add to a typically thorough British academic training an equally thorough

American Business Training

that stretches over a period of ten years you have what I am told is a rare combination.

Indeed, I understand that many English concerns are choosing promising university trained men and sending them over here for an intensive training in American business methods to meet the British born competition from America.

Therefore

I am in the market for a job that has more promise than present to it—one that demands knowledge of

- (1) buying raw or finished material,
- (2) factory and production management,
- (3) advertising and sales management,
- (4) finance and administration,

and that will permit me to become an active officer in the company I represent in Europe.

As for documentary evidence, references and other proof of my claims I shall be glad to supply them in abundance.

Meantime I shall be honored to receive the initial word from you.

Address 1032 Sales Management
1801 Leland Avenue, Chicago



Card-Impression

After your card reaches the man you want to influence favorably does it impress, by a clean, finely engraved, snappy appearance, all the importance of your visit?

WIGGINS Peerless

Patent Book Form Cards

do and have the additional advantage of being more convenient. Made by master engravers and used by big representative business houses the country over. Send for specimen tab—let the cards themselves do the "talking." Write today.

The John B. Wiggins

Company

Established 1857
1100 S. Wabash Ave.
122 S. Michigan Ave.
Chicago



SALES MANAGEMENT

Mileage Books and Railroad Earnings

Editor "Sales Management":

For some time past I have been an interested reader of "Sales Management," enjoyed the articles, and commend your business judgment and sagacity.

However, the editorial in your September issue, in which you say "If you don't do anything else today do this—write some of the following senators or congressmen regarding the Scrip Mileage Bills" impresses me as being not exactly fair to one of the most important industries in the country.

It is a matter of common knowledge that today many of the railroads are not earning enough to pay their operating expenses and fixed charges, while a few others, more fortunately situated, are able to earn enough to pay 1, 2 or 3 per cent on the investment.

Statistics show that today much of the railroad service is furnished below cost.

What is going to become of the railroads if they are compelled to make a reduction of 25 per cent for the traveling men, a reduction of 20 per cent to help put the live stock industry on its feet, a reduction in grain rates to help the farmer, reduced rates on lumber to help the lumber industry, reduced fares for theatrical companies, a reduction for home-seekers to help the Land Companies, and so on, ad infinitum? I suppose that after the railroads have helped everybody else it will be left to the Lord to help the railroads.

Everybody Picks on the Railroads

Some people seem to have the idea that the railroads are in the nature of philanthropic institutions, that the thought of whether or not they can earn operating expenses, pay fixed charges and a fair return on the investment is a matter of no deep concern, that the first consideration should be that the railroads help out everybody else.

What would you think of a man who undertook to give away all his money to charity and then starved to death himself? This is really what many people expect the railroads to do.

It is human nature to be actuated more or less by selfish motives, but we think that "Sales Management" and its constituents want to secure a square deal themselves and are willing to give the other fellow a square deal. That is all the railroads ask.

However, at the present moment there seems to be a desire to charge the railroads with almost all the troubles that are now afflicting the country, including the general business depression, and to make a sort of political football out of them.

Such a course in the long run is not going to help the salesmen or anybody else in the country.

What I want is good merchandise at a reasonable price, and what I think the public wants of the railroads is good service at a reasonable price, and the only way that can be furnished is by

charging rates that will pay the cost of operation, fixed charges, and yield a fair return on the investment.

Yours truly,
R. Thomson,
737 Buckingham Place, Chicago, Ill.

September 15, 1921.

Dear Mr. Thomson:

We were glad to have your criticism of our editorial on the bill to issue mileage books for salesmen. But, I must disagree with you as to this editorial being unfair to the railroads.

To begin with, this magazine is too much concerned with bringing about a full revival of business to think for a moment that the railroads should dig down into their pockets and subsidize the salesmen of this country. We know only too well that before we can have healthy business conditions we must have railroads that are financially profitable. And we want to see the railroads make money for that reason.

Our stand on this mileage book movement from the very first has been that the enactment of this legislation would increase the railroad's profit. It would fill the seats now left empty by salesmen who can no longer profitably travel.

Flivvers vs. Pullmans

As a railroad man you will appreciate that there are two kinds of trade in your business. The trade that must travel regardless of cost, and the trade that travels for pleasure or profit. The first class will pay the rate whatever it might be. The man who travels for pleasure—like the man who buys expensive automobiles, will kick at the high rates but eventually pay them. But the man who travels for profit stays at home the very moment his cost of getting business exceeds the profit he makes on the business he can get.

Into this last class comes the salesmen, and as you know they comprise a very large portion of the traffic handled by railroads. From a questionnaire sent out to more than 500 concerns early this year, in connection with an investigation The Dartnell Corporation was making on the subject of Selling Cost Control, we found that seventy-five per cent of the concerns replying had taken from twenty to fifty per cent of their salesmen off the road.

A great many concerns who formerly traveled men out of the home office, as is true in the shoe field, for example, stationed them permanently in their territories. Hundreds of concerns found that with the cost of traveling by auto steadily coming down (Fords are reduced to \$355, tires are down thirty per cent, gasoline is down fifty per cent) made it profitable for them to provide their men with automobiles instead of using the trains. And thousands of commission salesmen, who have to pay their own expenses out of a fixed commission, simply had to confine themselves to a few near-

by cities. The high cost of traveling would break them if they did not.

Now I don't think there is any line of business, unless it is a rooming house or hotel, where it is so essential to have volume as in operating a passenger service. It costs just about the same to haul a train half filled with people across the country as it does to haul a train that is filled with people.

The train only half filled, means about an even break. The filled train represents a profit equal to the whole amount paid by the excess traffic. These figures are not exact but they illustrate the relation of volume to profit in the railroad business.

As a matter of fact the railroad business is no different from any other business—big profits. There is a right price for everything, and that right price is when it is low enough to cause people to buy.

25,000 Autos This Year

One big mistake you railroad folks often make is thinking of railroading as being a monopoly. Only the other day the general passenger agent of a big railroad told me that so long as business houses had to have the business they had to travel salesmen, and they were not going to take the men off the road just because rates were higher than they were in 1914. I called this official's attention to the fact that this year we estimated no less than 50,000 automobiles will be sold by automobile concerns for salesmen's use. These salesmen travel on an average of 25,000 miles a year. Figure how much this loss in revenue means to the railroads. Yet it is only one item in the total loss which the railroads are suffering as a result of the high cost of traveling.

In conclusion, I would like to leave this thought with you, and with all other railroad men who may have taken exception to our stand on this mileage book bill—The railroads of this country are already taking a loss more than equal to the reduction in rate which this book involves as a result of diminished traffic. On top of this they are rapidly driving salesmen to the use of autos, every one of which purchased means a loss to the railroads of from \$500 to \$1,000 a year in revenue. Isn't it better business to reduce the rate and keep the customer?

Very truly yours,
J. C. Aspley.

"Please send 'Sales Management' to my home address because I can get more time to read it there. I get a lot out of it and would not want to be without it." A. H. Barber, Pres., A. H. Barber Creamery Supply Co.

"In my estimation 'Sales Management' is the best magazine published for sales managers, and I am recommending all my branch managers to subscribe to it." E. J. Anderson, Chicago Dist. Mgr., Fuller Brush Company.

"The Survey of Sales Organization is well worth the money, as has been everything in the way of service we have received from you." T. M. Emmett, Sales Mgr., The Essenkey Products Co.

Chicago's Wonderful New Hotel



Ideal for Conventions

Magnificently located on the quiet shore of Lake Michigan, yet within a few minutes' walk or ride of Chicago's great business, shopping and theatre districts, THE DRAKE is unrivaled for gatherings, great or small. Its location and superb equipment assure the business, social and recreational success of any convention. If ladies are in the party, these advantages are doubly important.

Since the opening of THE DRAKE January 1, 1921, more than fifty organizations (the majority of a national significance) have held their conventions there.

Plan your next convention and make your appointments in Chicago at THE DRAKE. Requests for detailed information are welcomed.



Lake Shore Drive and Upper Michigan Avenue

The DRAKE

CHICAGO

THE DRAKE is under the direction of The Drake Hotel Company, owners of THE BLACKSTONE. (Six minutes distant by taxicab.)

Now Ready for Mailing

New FREE Dartnell Catalog

Describing all the new Reports on Sales Investigations; Manuals for Salesmen; Surveys on Selling Subjects; Sales Department Forms; Better Salesmanship Cartoons, etc.

The Dartnell Corporation 1801 Leland Ave., Chicago

Dissipating An Erroneous Idea!

By J. E. GREENSLADE

President National Salesmen's Training Association

FROM time to time we hear rumors to the effect that the N. S. T. A. charges a fee for placing members of its student-body in touch with Sales Managers who need salesmen.

No Charge Is Made to Members for This Service

Many Sales Managers are still under the impression that the N. S. T. A. charges a fee for placing them in touch with our members.

No Charge Is Made to Sales Managers or Companies for This Service

The Employment Department of the National Salesmen's Training Association is conducted for the mutual benefit of our members and employers who need TRAINED salesmen.

During the past fourteen years it has been our privilege to render this service to most of the leading companies and corporations in the United States and Canada. Our members invariably make good in a big way—because of their training.

May we serve you? The coupon will start the machinery moving

National Salesmen's Training Association

Employer's Service Dept.

Suite 515-27, Monadnock Building
CHICAGO :: ILLINOIS

SALES MANAGEMENT

National Salesmen's Training Association, Employer's Service Dept.
Suite 515-27 Monadnock Building, Chicago, Ill.

Without obligation, please give us the particulars about members of your association for whom you are seeking sales positions.
We plan to employ additional Salesmen. How many?

Territory _____

Firm _____

Street _____ City _____

Line _____ Manufacturer _____ Wholesale House _____

News for the Sales Manager Who Travels

Reputation for frequent service between Chicago and St. Paul is to stay with the Chicago, Milwaukee & St. Paul Railroad if the management can have its way. Through passenger service has been established on No. 58, a fast mail train. With this improvement, the C. M. & St. P. now has eight trains daily between these points or about three times as many as any other line.

You probably have noticed it. At every hotel you find it waiting for your arrival. Usually its wonderful odor greets you as soon as the "boy" shows you to your room. Invariably it is wrapped neatly and marked "Made expressly for the — Hotel." If you are at the St. Francis in Frisco you think "this is the same stuff they have at the Pennsylvania." For that reason, Edwin H. Lee general manager of The Texas, the new 600 room hotel at Fort Worth says his soap is going to be different. Mr. Lee doubts if he can improve the wrapper, he will attempt to serve a "cake" that will make the ordinary lather stone look like laundry soap. Look out, Mr. Lee, some sales managers are fiends for Cashmere Boquet.

Quickness on the trigger in "defending" their rates is a trait that most hotel chiefs should be complimented on. When it comes to "selling" on a declining market these gentlemen are salesmen and are able to spring formidable, if not conclusive figures. Roy Carruthers, formerly of the Pennsylvania, now an official of the Boomer chain of New York hotels recently presented some interesting figures to justify present rates. His story dates to the revenue formerly obtained from the sales of "liker" in days gone by and which must be equalized now by additional revenue from other departments. An "idea" of the losses may be obtained from annual liquor sales of the different Boomer hotels which were reported as follows: Waldorf-Astoria \$1,500,000; McAlpin \$1,200,000; Claridge and Wallicks \$1,050,000; and the Martinique \$450,000 or \$4,200,000 in all.

The invasion of Canada by the big metropolitan hotel idea is signaled by the announcement of the Mount Royal Hotel Company that a new \$9,000,000 hotel will be erected in Montreal. Work is to be started at once. The new hotel will occupy an entire block in the heart of the city, have a room capacity of 1056 and a convention hall capable of holding 2,000 people. The Hotel will be under the operation of the United Hotel Company which operates quite a string of hotels in this country.

Ticket agents not able to deliver a satisfactory explanation of the surcharge on Pullman rates to the traveling public have contributed in no small measure to

a misunderstanding which the Santa Fe system wants to stamp out. In a recent issue of its organ T. A. Talks it explains that the surcharge is the additional charge made for passengers using sleeper or parlor car accommodations which accrues wholly to the railroad. This surcharge has for convenience been made one-half of the Pullman fare and is collected at the time sleeper or parlor car accommodations are purchased? The Pullman Company has no interest in the surcharge except that of acting as agent for the railroads in collecting it.

It has been found necessary by the railroads to levy this surcharge on sleeping and parlor car passengers due to the fact that the cost of transporting them as compared with transporting the coach passenger is so much higher.

Additional through sleeping car service has been established between Hoboken N. J. and Chicago over the Michigan Central and the Delaware, Lackawanna & Western. East bound service goes over the M. C. train number Eight, leaving Chicago at 9:05 a. m. and arriving at New York 10:55 a. m.

PENN P. FODREA, sales manager of the Iten Biscuit Company, Omaha, Nebraska, has resigned to establish a new journal entitled "Retail Selling." Mr. Fodrea joined the Iten Biscuit Company in 1912 as sales promotion manager, and several years ago was made sales manager. His experience with Railway Age and Trade Exhibit, together with his office of secretary of the Federation of Nebraska Retailers qualifies him for this new work. A. D. SPEIR, who has been manager of the agency department of the Iten Biscuit Company will succeed Mr. Fodrea as sales manager.

A. J. Picard & Company, Inc., New York, have given up the general jobbing business in the automotive equipment line to specialize on a few items. R. A. PICARD, sales manager, has resigned to accept the office of general sales manager of the Metal Stamping Company of Long Island City, manufacturers of automotive equipment.

"We have missed section nine of the Survey of Sales Organization. We have enjoyed this survey and have secured a great deal of valuable information, and want by all means to have every section you have put out." W. D. Vair, Schaefer-Ross Co., Inc.

"I am pleased to renew my subscription of "Sales Management" as I enjoy it and find many helpful hints and practical suggestions in every number. In proof of my sincerity of this, I have recommended the magazine to several of my friends." F. C. Dilberger, California Notion and Toy Co.



THE CURTIS HOTEL 10th St. at 4th Ave. MINNEAPOLIS, U. S. A.

Largest and Finest Hotel in the Northwest

Sales Managers are awaking to the possibilities of "The Curtis" as their Minneapolis headquarters

One Full Block of Beautiful Lobbies and Amusement Rooms

TARIFF

75 Rooms with Bath, \$2.00 for one person

\$3.00 for two

325 Rooms with Bath, \$2.50 for one person

\$3.50 for two

200 Rooms with Bath, \$3.00 for one person

\$4.00 for two

Others with Bath, \$4.00 to \$10.00

HOTEL TULLER DETROIT - MICHIGAN



HEADQUARTERS FOR

Old Colony Club, Detroit
Main Floor

Cafe, a la Carte
Noonday Lunch
75c

Detroit Auto-
mobile Club
Main Floor

Dinner \$1.50
Cafeteria
Ground Floor

Detroit Trans-
portation Club
Ground Floor

Men's Grille
Ground Floor

Motion Picture
Exhibitors
Association

Barber Shop
Ground Floor

Tailor Shop
Call Operator

600 Rooms — \$2.50 up — Single
600 Baths — \$4.50 up — Double
2 Floors of Agents' Sample Rooms
\$5.00 per day

Personal Service and Supplies

Rates: 25c a line of seven words; minimum \$2.00.

SALES EXECUTIVES WANTED

WANTED: High class Sales Manager to take care of and build up Sales Department for a Manufacturer of women's medium priced McKay's shoe to the retail trade. Only those with the best of references and experience need apply. State full details and references in your first letter, as this opening is for a high class man who can get big results. Would be willing, if results are satisfactory, to give such a man an opportunity to buy some stock in the Organization. Box 1033, Sales Management, 1801 Leland Ave., Chicago.

POSITIONS WANTED

Your New York Problem will interest me. I want active work taking me outside and making it necessary to meet buyers face to face. Am under forty, married and now employed as Sales Manager by manufacturer of iron and steel products in Greater New York District. Let's talk it over. Box 1037, Sales Management.

BACK COPIES WANTED

If you have a copy of the January 1919 issue of SALES MANAGEMENT which you care to dispose of, please quote price. Box 1035, Sales Management, 1801 Leland Ave., Chicago.

SALESMEN WANTED

Wanted: Salesman salary and bonus, expenses paid, must be alert keen merchandiser; lines sells to dealers and consumers. Give full particulars which will be kept confidential. Box 1038, Sales Management 1801 Leland Ave., Chicago.

WANTED: Old established Cocoa and Chocolate house wants experienced traveling salesman for western territory. Resident of Chicago or other western city. Splendid opportunity. Box 936, Sales Management, 1801 Leland Avenue, Chicago.

The Dartnell Corporation has an opening for a man who is big enough to meet sales executives in varied lines of business and help them solve present day sales problems.

We are not looking for a one-time salesman or an ex-book agent. We want somebody who is or has been a sales manager, or who can talk with sales managers, not at them. We want a man who wears well, and who has the staying power to take hold of his territory and build it up. He should be in his early thirties, have at least five years' selling experience and be able to successfully handle salesmen. Address J. E. West, 1801 Leland Ave., Chicago.

Built Sales For One Factory to Four in Five Years

Sales Executive With Record Now Seeks New Opportunity

Five years ago the advertiser became Sales Manager for a household specialty manufacturer and for the past three years has been General Manager. Five years ago we did a business of a few hundred thousand dollars. We now do an annual business of millions. Five years ago we had one factory. Now we have four. We carry on extensive national advertising campaigns and travel our salesmen over the entire United States.

During the present depression we have made a net profit of 15% on investment. This is unusually good as the business we are engaged in is a highly competitive one.

For fair and logical reasons, which will be explained to those interested, I have decided to seek another connection.

I am a competent General Manager for a non-technical manufacturing concern; a wide-awake sales manager and an experienced advertising man. I know the problems of manufacturing, distributing, selling and advertising. Some concerns need a man with experience of that kind and I can bring it.

Is that concern yours? Any point in the United States suits me if mutually satisfactory arrangements can be made. A business that is going back but has the necessary elements for successful development will interest me most. I might invest in the business if it looked attractive after being with it for a time.

Address Box 1030
SALES MANAGEMENT MAGAZINE
1801 Leland Ave., Chicago, Ill.

Wanted Class A1 Sales Manager

A stove and range manufacturer who has been in business 50 years is putting out a new line of standardized Coal and Wood ranges and Combination Gas and Coal ranges of proven merit to sell at low prices. This manufacturer offers an unlimited opportunity to a class A1 Sales Manager.

The man we want will have a consistent record of successful selling campaigns. He will be a team worker, a competent judge of men. A man who knows how to get the most from his men and how to win and hold their respect. A man who has had experience in successful selling in other items of household equipment than stoves is preferred.

The man who qualifies will be given ample authority and backed up by a progressive and aggressive management. The plotting of territories, the inauguration of sales policies, the investigation and analysis of markets, the supervision of sales promotion effort and the installation and organization of a complete, efficient sales department will be his responsibility.

This is not a job. Men who can not substantiate their claims will save their time and ours. An opportunity to achieve a big success exists here for the man who lives his work and takes joy in achieving results. Sell yourself in your first letter.

Address W. K. Born, The Born Steel Range Company, Cleveland, Ohio